

To: Members of the Special Sub-Group

Councillors Hayfield, Phillips, Smith, M Stanley and Sweet

For the information of the other Members of the Council

SPECIAL SUB-GROUP

18 FEBRUARY 2013

The Special Sub-Group will meet in the Committee Room, The Council House, South Street, Atherstone, Warwickshire on Monday 18 February 2013 at 11.00am

AGENDA

PART I - PUBLIC BUSINESS

- 1 **Apologies for Absence / Members away on official Council business.**
- 2 **Disclosable Pecuniary and Non-Pecuniary Interests**
- 3 **Salary Sacrifice Scheme** – Report of the Assistant Director (Finance and Human Resources)

Summary

A salary sacrifice car scheme has been approved in principle. This report provides additional detail on the scheme.

The Contact Officer for this report is Sue Garner (719374)

- 4 **Appointment of Waste and Transport Manager** - Report of the Assistant Director (Streetscape)

Summary

This report asks Members to consider the creation of a new post of Waste and Transport Manager to cover the two important work areas of Refuse and Recycling and Transport following changes to the partnership arrangements with Nuneaton & Bedworth Borough Council.

The Contact Officer for this report is Richard Dobbs (719440)

- 5 **Review of Adaptations Service – Job Description for Housing A Assessment Officer** – Report of the Assistant Director (Housing)

Summary

This report follows on from a report to the Housing Sub-Committee in November 2012 which recommended approval of the Business Case for the joint service for delivering adaptations services. Following that approval a structure for the joint service has been drafted and a revised job description for the front line staff delivering the service. The structure and job description are submitted to the Sub-Group for approval to allow for formal consultation with staff and Union representatives.

The Contact Officer for this report is Angela Coates (719369)

JERRY HUTCHINSON
Chief Executive

For general enquiries please contact David Harris, Democratic Services Manager, on 01827 719222 or via e-mail – davidharris@northwarks.gov.uk. For enquiries about specific reports please contact the officer named in the report.

Agenda Item No 3

Special Sub Group

18 February 2013

**Report of the Assistant Director
Finance and Human Resources**

Salary Sacrifice Scheme

1 Summary

- 1.1 A salary sacrifice car scheme has been approved in principle. This report provides additional detail on the scheme.

Recommendation to the Sub Group

To approve the implementation of a salary sacrifice scheme with Inchcape.

2 Introduction

- 2.1 Salary sacrifice is an arrangement under which individual employees can choose to give up some of their gross salary in exchange for a non-cash benefit.
- 2.2 A salary sacrifice car scheme has been approved in principle, provided that it can be introduced at no cost to the Council. This report sets out some details of the proposed scheme.

3 How the Scheme Operates

- 3.1 The Council would set up a contract with a company supplying cars under salary sacrifice arrangements. An employee who wishes to use the scheme would order the car they require, through the appointed company.
- 3.2 The company have an online quotation system, which enables employees to look at different makes and models of car, and shows them the net cost of choosing a specific vehicle. The employee does not pay tax or national insurance on the amount of salary sacrificed, so the net cost will be made up of the reduction in gross salary, the reduction in tax and national insurance paid, and a monthly insurance payment.
- 3.3 If the employee decides to proceed, they order the car via the online system. Alternatively, employees can contact the helpdesk who will provide full support to the quotation and order process. The employee will be required to sign an agreement which authorises the Council to deduct the appropriate payments from their salary for the terms of their lease. The Council will check

that the employee is above the minimum wage, and provided they are, will then vary the employee's terms and conditions to reflect the salary sacrifice.

- 3.4 Once the employee's order has been authorised by the Council, the company will order and deliver the vehicle to the employee. The company deals with administration issues and has a helpdesk which is the first point of contact for all drivers. The helpdesk team will provide support to employees during the lifetime of the agreement.
- 3.5 The only ongoing commitment for the Council will be the deductions to be made from salaries, and a monthly payment to the company.
- 3.6 The company have a centralised one call booking service for service or maintenance events and tyres. Employees will make bookings with this service, who will arrange a service location convenient to the driver.
- 3.7 On completion of the lease term, the employee would revert back to the higher gross salary, unless they choose to take out a further lease term under salary sacrifice.

4 NWBC Requirements

- 4.1 As the requirement is to set up a scheme at no cost to the Council, a number of potential areas of cost have been considered. These include early termination of the lease agreement by the employee and the possibility of write off claims that are under insured.
- 4.2 No company will cover early termination of a contract within the first six months of an agreement, so the Council will need to ensure the employee agrees to reimburse the Council for any early termination costs within that period as part of a contractual agreement.
- 4.3 Insurance can be used to cover early termination after six months of the contract have elapsed, and some cover will be built into the salary sacrifice scheme. This will cover resignations, for claims up to a limit of £4,000. Although unlikely, there is a chance that costs could exceed this amount, so the employee would need to agree to cover any costs above the amount insured.
- 4.4 In the event of a car requiring write-off, there may be a differential between the value of the car and the sum covered by normal motor insurance. This will be covered by GAP insurance, ensuring that neither the individual nor the Council would be required to pick up any shortfall.

5 Next Steps

- 5.1 A mini tendering exercise carried out under a framework agreement has been won by a company called Inchcape. It is proposed to enter into a contract with Inchcape for the provision of a salary sacrifice scheme.
- 5.2 Scheme requirements will need to be agreed, so that they can be built into the online quotation system. For example, the level of Early Termination cover required and the uninsured period before cover is available. The online quotation system can also be customised for North Warwickshire, for example, Members could limit the vehicles allowed under the scheme to a maximum level of carbon emissions.
- 5.3 As part of the scheme implementation, the Council will also need to get HMRC approval for the proposed scheme. Some assistance should be available, as Inchcape use KPMG to assist clients in obtaining approval.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 There will be no additional financial implications. The authorisation process will be carried out using existing staff resources.

6.2 Human Resources Implications

- 6.2.1 The scheme will be available for all staff, provided their earnings are above the minimum wage.

6.3 Risk Management Implications

- 6.3.1 Insurance cover for a number of risks will be built into the scheme. Employees will be required to enter into a contractual agreement to reimburse costs, where insurance cover is not available.

The Contact Officer for this report is Sue Garner (719374).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 4

Special Sub-Group

18 February 2013

Report of the Assistant Director (Streetscape)

Appointment of Waste and Transport Manager

1 Summary

- 1.1 This report asks Members to consider the creation of a new post of Waste and Transport Manager to cover the two important work areas of Refuse and Recycling and Transport following changes to the partnership arrangements with Nuneaton and Bedworth Borough Council.

Recommendation to the Sub-Group

That the Sub-Group agrees to the creation of the post of Waste and Transport Manager within the Streetscape Division

2 Consultation

- 2.1 Councillors Moore, Butcher and Smith have been sent an advanced copy of this report for comment. The report has also been considered by both Resources Board and Community & Environment Board which both supported the recommendation. Any further comments received will be reported verbally at the meeting.

3 Background

- 3.1 The Streetscape Division was last restructured in July 2012. As part of that restructure, the post of Transport and Engineering Manager was created and the vacant post of Refuse and Recycling Manager was covered through a partnership arrangement with Nuneaton and Bedworth Borough Council whereby the post of Waste and Cleansing Manager was shared equally across both authorities.
- 3.2 The Transport and Engineering Manager retired at the end of September 2012 and his duties were covered by an extension of the partnership arrangement with Nuneaton and Bedworth Borough Council. Nuneaton and Bedworth Borough Council now provides this Council with the services of both a Car Park Manager and an Engineering Manager, each working one day per week as well as a Transport Manager working two days per week.
- 3.3 The Transport Manager has now retired from his post at Nuneaton and Bedworth Borough Council following a merging of the role with that of the

Waste and Cleansing Manager to form a new post of Waste and Transport Manager. As a result, North Warwickshire Borough Council now retains the services of the Transport Manager through an agency on a two days per week basis. The current Waste and Cleansing Manager at both authorities has taken up the new post of Waste and Transport Manager at Nuneaton and Bedworth Borough Council and will subsequently reduce the time spent with this authority to one day per week (from the current 2½ days) until October 2013 (when the new Refuse and Recycling services commence) after which time she will move back to Nuneaton and Bedworth Borough Council permanently.

- 3.4 In order to ensure that the important services of Refuse Collection, Recycling and Transport are managed adequately, and in order to meet our DfT road haulage requirements, it is proposed that a similar post of Waste and Transport Manager is created to cover these critical work areas. It is envisaged that the post holders at the two authorities will work closely together, share best practice and work towards greater integration of services where practicable and provide assistance and cover for each other where necessary.
- 3.5 Under this proposal, overall responsibility for the amenity cleaning service will be transferred to the Grounds and Operations Supervisor (who already covers the operational aspects of the service). This proposal has been considered by the Community and Environment Board and the Resources Board which both supported these changes. Copies of the proposed job description and person specification are attached in the appendices to this report and have been submitted to the JNF for consideration and comment – no objections or issues were raised.

4 Report Implications

4.1 Finance and Value for Money Implications

- 4.1.1 The Council currently pays in the region of £21,000 per annum to cover the post of Transport Manager and a further £32,000 for the shared post of Waste and Cleansing Manager. The proposed post of Waste and Transport Manager has now been evaluated as Scale 14, which would produce a saving of around £1,000 on the current annual staffing costs.

4.2 Risk Management Implications

- 4.2.1 There are significant risks if a suitably qualified and experienced manager is not in post to oversee the implementation of the new recycling and refuse services due to be introduced in October 2013. A suitably CPC qualified Transport Manager is a legal requirement and this role would have to be covered in any event.

The Contact Officer for this report is Richard Dobbs (719440)

**NORTH WARWICKSHIRE BOROUGH COUNCIL
JOB DESCRIPTION**

<u>Job Title:</u>	Waste & Transport Manager
<u>Post no.:</u>	
<u>Grade:</u>	14 (scale 44 to 46)
<u>Hours of Work:</u>	37 per week
<u>Responsible to:</u>	Assistant Director (Streetscape)
<u>Responsible for</u>	Workshop Foreman, Streetscape Foreman

JOB PURPOSE

1. To have full operational and managerial responsibility for the refuse, recycling and transport services operated by North Warwickshire Borough Council.
2. To be responsible for the efficient and effective delivery of all services providing high levels of service to both internal and external customers.
3. To hold North Warwickshire Borough Council's 'O' Licence.
4. To work in partnership with Nuneaton and Bedworth Borough Council to increase service resilience and identify potential areas for improvement through shared policies, procedures and services.

MAIN ACTIVITIES

1. To be responsible for the efficient and effective operation of the refuse collection, recycling and trade waste services, including organisation and control of labour and vehicle requirements and supervision of external contracts as required.
2. To be responsible for the efficient and effective management of the kerbside recycling contract and "bring sites", ensuring high levels of service are achieved and maximising environmental performance in line with Borough Council, Warwickshire and national targets.
3. To be responsible for the efficient and effective management of North Warwickshire Borough Council's transport fleet, utilising commercial standards and practices to provide a high quality transport service in accordance with current road traffic regulations and hold the Goods Vehicle Operators Licence.

4. To be responsible for the efficient and effective management of the garage workshop ensuring all vehicles and plant comply with relevant health and safety and transport legislation.
5. To manage the Council's vehicle replacement programme in line with operational requirements and in accordance with relevant legislative requirements and the Borough Council's Financial Regulations and Contract Standing Orders, including the procurement, sale and disposal of vehicles and plant ensuring resources are fully utilised.
6. To liaise with, and assist where necessary and appropriate, all Borough Council service areas which are transport users in relation to vehicle procurement, maintenance and use.
7. To be responsible for operational activities undertaken within the Council's Streetscape operational bases ensuring that employees and contractors operate in a safe and controlled manner.
8. To have overall responsibility for and ensure compliance with all site specific Health & Safety requirements and legislation at the Council's depot and other Streetscape operational bases.
9. To be responsible for the overall financial management of the Waste and Transport section and manage its budgets efficiently and effectively in compliance with the Borough Council's Financial Regulations and Contract Standing Orders.
10. To contribute as appropriate to the production and delivery of relevant Service Plans and the Council's Corporate Plan.
11. To plan, allocate and control resources effectively and within budgetary constraints and to seek continuous improvement and efficiencies.
12. To keep abreast of legislative requirements and changes and ensure regulatory compliance relevant to each service area.
13. To create and maintain an environment where the risks to the health, safety and welfare of employees and those in receipt of services are removed or controlled in line with legislative requirements and Council policy.
14. To ensure adherence to Borough Council Health & Safety policies any relevant Health & Safety legislation, including ensuring that risk assessments and COSHH assessments are undertaken and employees that are line-managed by the post comply with the requirements of these.
15. To respond to, and manage, any emergency situations that may occur relating to the services provided by the Waste and Transport section

and any relevant Streetscape operational base as a result of activation of the Borough Council's Emergency Plan.

16. To be responsible for the recruitment and ongoing training and development of employees to enable them to contribute effectively and provide high quality standards of service and customer care.
17. To be the main contact for Elected Members in relation to the services delivered by the Waste and Transport section.
18. To develop an open environment within the Waste and Transport section where employees feel supported, involved and consulted.
19. To liaise with both internal and external stakeholders to identify and develop effective partnerships aimed at improving service delivery, efficiency and standards.
20. To continually evaluate equipment and processes used within the services to identify opportunities for operational and financial efficiency through the development and use of new technologies.
21. To contribute to the review and development of administrative and IT systems and procedures continuously to ensure that services are executed to the highest standards possible.
22. To promote and champion equalities both internally and externally and to actively seek to eliminate discrimination in line with the Council's Equality Scheme.
23. To prepare and present reports for committees and senior management, advising elected members and other officers as required on service related issues.
24. To represent the Assistant Director (Streetscape), and the Borough Council, at meetings and other fora, creating and maintaining effective links with relevant organisations in order to present a positive and professional image of the service and the Borough Council.
25. To ensure that complaints and enquiries from service users are dealt with appropriately and in accordance with Council policy and procedure.
26. To manage all personnel issues in line with Council policies and procedures undertaking disciplinary investigations / hearings where required.
27. To review service standards, quality and targets in order to identify continual improvements to the quality of services provided to customers.
28. To ensure the establishment and maintenance of appropriate quality

management/assurance systems for the Waste and Transport section and the services it provides.

29. To deal with any insurance related items that fall within the operational responsibilities of the post in accordance with the Borough's Council policies and procedures.
30. To undertake personal development commensurate with the duties and responsibilities of the post.
31. To undertake such other duties of a similar nature and level of responsibility that may be identified as the services provided are developed and refined.

Special Conditions:

1. Mobile phone provided
2. Essential Car User
3. One Professional fee paid

Person Specification - Waste & Transport Manager

Category	<u>E/D</u>	Criteria Indicated E (Essential) or D (Desirable)	<u>How Identified</u>
<u>Experience</u>	E	At least 3 years' experience in a management position involved in various aspects of waste management, i.e. refuse collection, recycling, and street cleansing.	2 & 4
	D	At least 2 years' experience in a management position involved in transport / fleet management activities, including providing a comprehensive maintenance service for vehicles and plant.	2 & 4
	E	Proven experience of managing site based and mobile "front-line" human resources.	2 & 4
	E	Experience of developing and maintaining effective working relationships with Elected Members, Trades Unions, external organisations and the local community.	2 & 4
	E	Experience of effective negotiating with Trades Unions / contractors / suppliers / external organisations.	2 & 4
	E	Experience of taking action under disciplinary / capability processes and procedures.	2 & 4
	E	Experience of managing budgets.	2 & 4
	E	Experience of developing and maintaining quality systems.	2 & 4
	E	Experience of dealing with Government agencies such as the Environment Agency, Health and Safety Executive.	2 & 4
	E	Experience of using computer packages / databases to help deliver effective and efficient services.	2 & 4
	E	Experience of using contractual and in-house Key Performance Indicators [KPIs] to monitor performance and instigate appropriate remedial actions.	2 & 4
	E	Experience of writing and presenting formal strategies, policies and reports at Committee / Executive Board level.	2, 3 & 4
	E	Experience of writing contract specifications and carrying out procurement exercises.	2 & 4
<u>Qualifications</u>	E	An appropriate degree or similar professional / technical / managerial qualification [equivalent to NVQ level 6 or above].	5
	E	OCR Level 3 Certificate of Professional Competence In National Road Haulage or equivalent.	5
	E	Membership of the Chartered Institute of Waste Management or Institute of Transport Engineers or equivalent.	5

Category	<u>E/D</u>	Criteria Indicated E (Essential) or D (Desirable)	<u>How Identified</u>
Knowledge, Skills and Abilities	E	In-depth knowledge of the waste industry, including knowledge of. <ul style="list-style-type: none"> • Environmental Protection Act 1990 • Health and Safety at Work Act • Recycling methods and techniques 	2, 3 & 4
	D	Good knowledge of transport / fleet management activities and of relevant legislation relating to fleet management and transport activities.	2 & 4
	E	Ability to demonstrate team leadership and motivational skills and co-ordinate activities in a diverse team.	2 & 4
	E	Able to work with complex numerical information, such as budgetary data,	2, 3 & 4
	E	Good project management skills and familiarity with project management techniques.	2 & 4
	E	Ability to work effectively and responsibly on own in order to meet set deadlines.	2 & 4
	E	Well-developed and effective negotiation skills.	2 & 4
	E	Highly developed interpersonal skills including the ability to communicate effectively at all levels, both orally and in writing	2, 3 & 4
	E	Good understanding of the application and development of IT systems to meet operational needs and an ability to use such systems.	2 & 4
	D	Knowledge of issues affecting Local Government	2 & 4
Personal Qualities	E	Self motivated and determined in the completion of tasks.	4
	E	Able to prioritise workloads effectively to ensure completion of high priority tasks.	4
	E	Able to work under pressure and to tight deadlines	2 & 4
	E	Commitment to improving services for customers	2 & 4
	E	Innovator and motivator	2 & 4
	D	Excellent communicator	4
	E	Able to persuade and influence a wide variety of people	2 & 4
	E	Able to demonstrate firmness, yet consistency and equality in dealings with a wide range of people.	4

	E	Able to portray a confident and professional image	4
	D	Politically sensitive	2 & 4
	E	Willing to undertake ongoing personal and professional development	2 & 4
Other Factors	E	Excellent attendance record	2 & 5

1= test prior to short listing, 2=application form, 3=test after short listing,
4=interview, 5=documentary evidence

Criteria identified by “2”, either singly or in combination with any other number, will be used for short-listing purposes and details should appear on the application form.

Agenda Item No 5

Special Sub-Group

18 February 2013

**Report of the
Assistant Director (Housing)**

**Review of Adaptations Service –
Job Description for Housing
Assessment Officer**

1 Summary

- 1.1 This report follows on from a report to the Housing Sub-Committee in November 2012 which recommended approval of the Business Case for the joint service for delivering adaptations services. Following that approval a structure for the joint service has been drafted and a revised job description for the front line staff delivering the service. The structure and job description are submitted to the Sub-Group for approval to allow for formal consultation with staff and Union representatives.

Recommendation to the Sub-Group

That the revised draft structure, draft job description and person specification be approved subject to formal consultation with staff and Unions.

2 Consultation

- 2.1 The Chairman of the Housing Sub-Committee Councillor Winter and the Opposition Spokesperson, Councillor Johnston, have been provided with this report and their comments requested.

3 Background

- 3.1 In September 2010 a multi agency project was set up to explore if Home Improvement Agency could be provided in a more consistent way with improvements in quality and value for money, as well as being more flexible, both in addressing future needs and being able to respond to changes in health and social care policy. The Home Improvement Agency services include the provision of adaptations to enable people to remain independent in their own homes. There have been a number of reports to the Resources Board and Housing Sub-Committee about this project to improve services. The report which was submitted to the Housing Sub-Committee in November 2012 and the appended Business Case which was approved are attached for the Committee's information.

- 3.2 Before the pilot project was launched many different initiatives were enacted in an attempt to improve services to deliver adaptations. They did not work because they did not offer the fundamental changes to the systems of work that were required. In 2010 partners agreed a much more radical overhaul of how services were delivered was required. This was enacted in a pilot project. The work so far has been groundbreaking. The next step to progress the project is to underpin the informal structures which have been developed with a new structure for the team and a revised job description for the front line staff delivering the service.

4 Team Structure and Job Description

- 4.1 The changes proposed impact on the Private Sector Housing Team and the Technician post specifically.

- 4.2 The proposed structure for the team delivering adaptations is designed to provide the holistic service for customers which has been so radical in the interim arrangements and led to significant improvements. Each partner has staff within the structure. For North Warwickshire this is one member of staff. The proposed structure is attached at Appendix B.

...

- 4.3 There are five Housing Assessment Officers within the structure all performing the same role and providing resilience within the team. This revised role which combines the work of Occupational Therapy Assistant, disabled facility grant assessor and caseworker is critical to the new system of work. Combining roles ensures that customers have a holistic, seamless service rather than the fragmented provision which has been in place for many years. The job description and person specification is attached at Appendix C for consideration.

...

- 4.4 If the Special Sub-Group agrees that the new job role can be adopted there will be full and formal consultation with staff and Unions in all of the partner organisations with a view to reaching agreement about future working arrangements by the end of March 2013. This will allow further consideration of the progress of the project by the Housing Sub-Committee at its meeting in April 2013.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 As the new staff structure is developed to support the changed systems of work those organisations involved in the pilot project will have to decide how it should be financed in partnership. The Council employs a Technical Officer to administer the grants within the Private Sector Housing Team. In addition Supporting People funds provide for casework services. This is topped up with £12,600 from the Council to ensure a comprehensive service is provided. Initially the funding for the

new structure will not change. However this will be reviewed and it is expected that more streamlined systems of work will enable partners to benefit from savings because waste work (including duplication) has been reduced.

6.1.2 The Sub-Group will be aware that a large portion of the Council's capital budget is spent on providing disabled facilities in the private and public sector. Government continues to provide funding for Disabled Facilities Grants which remain mandatory. For North Warwickshire this is currently £290,825. The Council provides a top up of £9,175. In addition the Housing Revenue Account provides a budget of £175,000 for adaptations required in the Council's own stock.

6.1.2 All Districts and Borough Councils have given strong financial support to providing capital funds for adaptations. However the current financial climate is likely to have an impact even though there is political support because of the benefit they bring to the residents. It is against the background of improving services, which will have a positive consequence for both social care and health services that the Project Board will be seeking to explore joint financial commissioning for the delivery of Home Improvement Agency services generally and adaptations specifically.

6.2 Legal and Human Rights Implications

6.2.1 The relevant legislation for the provision of Disabled Facilities Grants is set out in the Housing Grants, (Construction and Regeneration ACT 1996), the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

6.3 Human Resources Implications

6.3.1 The Technical Officer who has been part of the interim team which has driven improvements in the system is on maternity leave but has been kept fully informed of the changes being proposed. The revised job has been evaluated and she has been involved in that process. The new job has been evaluated at the same grade as that of Technical Officer – Grade 8.

6.3.2 Three partners need to agree the new structure and job description. When agreement has been reached there will be formal and full consultation with the staff concerned and with the Unions. The Human Resources Manager has been keeping the local Union branch informed of the progress of the pilot.

6.4 Environment and Sustainability Implications

6.4.1 The pilot project has shown the potential for significant service improvements which if fully utilised will enhance the quality of life of people requiring adaptations. By supporting people to be able to live

independently the Council is contributing directly towards the developing healthier communities' priority of the North Warwickshire Sustainable Community Strategy 2009 -2026.

6.4.2 The roll out of this work and continued delivery of this service should provide our customers with consistent information, advice and adaptations that will assist in improving their quality of life.

6.5 Equality Implications

6.5.1 The aim of the Home Improvement Agency pilot is to improve the delivery of the disabled facilities grants service both in quality and timescales. The report indicates it is delivering better outcomes for service users. This should result in a positive impact for people with disabilities and other service users as defined under the protected characteristics in the Equality Act 2010.

6.6 Risk Management Implications

6.6.1 The risks of moving to a new system of service delivery have been reduced by the learning gained from the pilot project.

The Contact Officer for this report is Angela Coates (719369).

Background Papers

Local Government Act 1972 Section 100D, as substituted by the Local Government Act, 2000 Section 97

Background Paper No	Author	Nature of Background Paper	Date

Agenda Item No 5

Housing Sub-Committee

21 November 2012

**Report of the
Assistant Director (Housing)**

Review of Adaptations Service

1 Summary

- 1.1 This report updates the Committee on the progress of the review to improve the service which provides adaptations in the private sector through better collaboration with the County Council. It presents a Business Case for consideration.

Recommendation to the Sub-Committee

That the Business Case be considered and agreed;

2 Consultation

- 2.1 The Chairman of the Housing Sub-Committee Councillor Winter and the Opposition Spokesperson, Councillor Johnston, have been provided with this report and their comments requested.

3 Background

- 3.1 Members will recall from previous reports to the Housing Sub-Committee that a multi agency project was set up in September 2010 to explore if Home Improvement Agency (HIA) services could be provided in a more consistent way with improvements in quality and value for money, as well as being more flexible, both in addressing future needs and being able to respond to changes in health and social care policy. The Home Improvement Agency services include the provision of adaptations to enable people to remain independent in their own homes.
- 3.2 The service to provide Disabled Facilities Grants to enable adaptations to be funded in the private sector is undertaken by the Council's Private Sector Housing Team. When an adaptation is requested for a tenant in a Council property the work is carried out by the Housing Direct Works Team.
- 3.3 Home Improvement Agency services generally assist people retain their independence. Having suitable housing and housing related support, and providing equipment and adaptations, in partnership with other health and social care services, can improve health and reduce

demand for more costly health and social care services. People can find it difficult to maintain an independent life, particularly in the face of increasing disability. This can lead to long term social and psychological difficulties for them and their families and carers. Providing personal care, support, equipment and accommodation planned around their needs and wishes can help them to retain their independence and remain in their own homes.

3.4 In summary, Home Improvement Agency (HIA) services have vast potential to enable people to stay in their own homes and retain independence. This is recognised in the recent 'Living Well at Home Inquiry' report from the all party parliamentary group for housing and care for older people which recognises the importance of increasing choice, empowering individuals and addressing inequalities in care and support services. HIA services provide practical ways to help older, disabled and vulnerable homeowners and tenants to repair, improve, maintain and adapt their homes. The prime purpose is to help people to continue to live in their own homes in comfort, safety, security and independence.

3.5 A Project Board made up of the heads of housing in Warwickshire plus a senior member of staff from the County Council was established to oversee a review of Home Improvement Agency services. This recognised that working in partnership and the joint commissioning of services were critical considerations.

3.6 A pilot project set up to understand and implement how services could be provided in a better way was set up in partnership between North Warwickshire Borough Council, Nuneaton and Bedworth Borough Council and Warwickshire County Council. The pilot began in June 2011 and has been used to test new ways of working.

3.7 Bringing together different services and different organisations to provide a service in a fundamentally different way using different systems of work has been difficult at times. However the performance report set out at Appendix 1 of this report gives a clear indication of the success of the new system.

...

4 **Business Case**

4.1 It was reported to the Housing Sub Committee at its meeting in July of this year that following the success of the application of the new systems of work it remained the ambition of the broader Home Improvement Review that an improved level of service will be provided consistently across the County. It was also noted that with the involvement of 8 organisations progress is inevitably measured. Financial, logistical, procurement and employment issues must all be taken into account and it is important that the service to the customer does not falter.

- ...
- 4.2 In order to provide clarity of purpose for all of the organisations involved in this project a Business Case has been drafted. Each partner is asked to consider its content and formally agree to its objectives. The Business Case is attached at Appendix 2 (colour copies are available in the political Group offices).
- 4.3 As previously stated the new systems of work offer a radical change from how these services were delivered previously. This inevitably takes time. However asking each organisation involved to formally to the Business Case provides for the necessary commitment to allow the project to move forward with assurance. If agreed the timetable for progress is set out at page 18 of the document. For North Warwickshire attention needs to be on stabilising the project work which has already begun. This includes understanding financial and staff commitments in detail.
- 4.3 In order to understand the success of the new systems of work clear measures need to be in place. These are set out at page 14 of the Business Case. Members will re-call that one of the early objectives of the project was to reduce the number of steps that had to be undertaken by a multiple of organisations to provide a customer with the solution they required. This measure remains a critical one. The old system had an average of 220 steps and involved a number of agencies with a large number of 'hand offs' between them. The new one has 8 key stages with the customer's needs attended to by one agency. The intention here is not speed for its own sake. It is important to get the right solution. However by cutting out waste work the system itself is quicker. This means that customers get an early solution which is critical to prevention and early intervention and has been proven to save money in the total public purse – in terms of both social care and health services.
- 4.4 The work undertaken so far has been groundbreaking. The difficulties which have had to be overcome in creating such a radical change in how the service is delivered, involving a number of partners with staff coming from different disciplines to find a way of working holistically and share skills and knowledge, cannot be underestimated. However with a team of committed staff much has been achieved in a short space of time. The principles agreed at the beginning of the project will continue to underpin the system and be used to deliver and continuously improve the service.
- 4.4 With the Business Case agreed over the forthcoming months critical work will be undertaken by North Warwickshire, Nuneaton and Bedworth and Warwickshire County Council to continue to break down organisational and professional barriers that can hinder shared working as well as formally establishing shared teams with appropriate governance arrangements.

5 Conclusion

- 5.1 There have been recognised issues with delivering adaptations over many years. A review of how the services are currently delivered discovered problems with the systems of work. The pilot project tested new systems of work and has proven to be successful. Countywide commitment to the Business Case will allow the project to take another strong step forward.
- 5.2 Providing adaptations in the private sector is only one aspect of the Home Improvement Agency work. Inevitably, because of the closeness of the services, other aspects of the Agency's business are being delivered as part of the new service. However, as part of the broader agenda of the Project Board consideration will be given to how the deliver of other work streams – such as public sector adaptations, home safety check and handy person services – become part of the new systems of work.

6 Report Implications

6.1 Finance and Value for Money Implications

- 6.1.1 There are none arising directly out of this report. However the Committee will be aware that a large portion of the Council's capital budget is spent on providing disabled facilities in the private and public sector. Government continues to provide funding for Disabled Facilities Grants which remain mandatory. For North Warwickshire this is currently £238,000. The Council provides a top up of £62,000. In addition the Housing Revenue Account provides a budget of £175,000 for adaptations required in the Council's own stock.
- 6.1.2 All Districts and Borough Councils have given strong financial support to providing capital funds for adaptations. However the current financial climate is likely to have an impact even though there is political support because of the benefit they bring to the residents. It is against the back ground of improving services, which will have a positive consequence for both social care and health services that the Project Board will be seeking to explore joint financial commissioning for the delivery of Home Improvement Agency services generally and adaptations specifically.
- 6.1.3 As a new staff structure is developed to support the changed systems of work those organisations involved in the pilot project will have to decide how it should be financed in partnership. The Council employs a Technical Officer to administer the grants within the Private Sector Housing Team. In addition Supporting People funds provide for casework services. This is topped up with £12,600 from the Council to ensure a comprehensive service is provided.

6.1.4 The extent of the funding for Home Improvement Agency Services County wide is set out at Section 6, page 17, of the Business Case.

6.2 Legal and Human Rights Implications

6.2.1 The relevant legislation for the provision of Disabled Facilities Grants is set out in the Housing Grants, (Construction and Regeneration ACT 1996), the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.

6.3 Human Resources Implications

6.3.1 The staff involved in the pilot project are being asked to share skills to enable an understanding of what competencies are required to provide an assessment of a customer's needs in one assessment and deliver a solution.

6.3.2 As proposals for a new structure for the future service are firmed up and new job descriptions are agreed there are likely to be staffing implications. As these become clearer there will be full consultation with the staff concerned and with the Unions.

6.3.3 The staff involved in the project (including those from North Warwickshire's Private Sector Housing Team) should be commended for their commitment to forging new ways of delivering better services to customers.

6.4 Environment and Sustainability Implications

6.4.1 The pilot project has shown the potential for significant service improvements which if fully utilised will enhance the quality of life of people requiring adaptations. By supporting people to be able to live independently the Council is contributing directly towards the developing healthier communities' priority of the North Warwickshire Sustainable Community Strategy 2009 -2026.

6.4.2 The roll out of this work and continued delivery of this service should provide our customers with consistent information, advice and adaptations that will assist in improving their quality of life.

6.5 Equality Implications

6.5.1 The aim of the Home Improvement Agency pilot is to improve the delivery of the disabled facilities grants service both in quality and timescales. The report indicates it is delivering better outcomes for service users. This should result in a positive impact for people with disabilities and other service users as defined under the protected characteristics in the Equality Act 2010.

The Contact Officer for this report is Angela Coates (719369).

Warwickshire Collaborative Home Improvement and Adaptations Service

**Measures and Performance Report
NBBC and NWBC Areas**

Quarter 1 2012

August 2012

Key Information

Customer Outcomes

- 96 % of customer expectations were met
- 100% of customers were satisfied with their adaptation

Value

- There has been a 52% increase in demand from the average demand of the previous 3 quarters
- The average capital cost of adaptations has decreased by 12.5% when all completions in the quarter are compared with pre experiment data.

Flow

- The DFG drop out rate has decreased from 35% to 11%
- Hand offs in the pathway have reduced from 51 to 13.
- The end to end time for disabled facilities grants has reduced from 395 days to 105 on average.

Pull

- 100% of customers rated contractors as very good.
- Enquiry to telephone assessments has on average taken 5.8 days

Perfection

- 4 Self funding adaptation cases completed.

Introduction

This is the first of a quarterly report to be provided to the Project Board and is for wider dissemination as partners feel appropriate. It will enable strategic performance management of the service and provide a consistent tool for measuring improvements and system changes over time.

This performance report covers the first Quarter of 2012-13 and includes data relating to the old system as studied during the review stage relating to the year December 2010 to December 2011 to enable the performance to be benchmarked. It also includes information relating to the last 3 Quarters of 2011/12 when the service was delivered under with the new system.

The report follows the themes of Lean Thinking as contained within the Business Case i.e. what is important to the system that has been developed

- Customer
- Value
- Flow
- Pull
- Perfection

1. Customer

During the 1st quarter of 2012 there has been 24 Disabled Facilities Grant's approved. If this level of need continues the projected number for 2012/13 would be 96 Disabled Facilities Grants for NBBC/NWBC combined.

1.1 Outcomes Framework

The Outcomes Framework currently measures the number of outcomes achieved for each customer is only capturing the benefits of adaptations. It has the potential to capture additional benefits from all interventions.

For adaptations there are 10 potential outcomes under 3 themes. Although it is unlikely that we will achieve all 10 for customers, we can measure the benefits of the interventions.

This is a fledgling framework that will be built upon as we progress so that we can measure other outcomes from the service. This will then effectively become a measure of the effectiveness of the service.

Total number of DFG's Approved within quarter	Total number of DFG's Completed within quarter	Achieved at least 2 out of the 3 outcome themes of completed cases	Achieved at least 5 out of the 10 potential outcomes of completed cases	Average Outcome achievement per Adaptation
24	24	24 out of 24 100%	3 out of 24 12.5%	3.5

The Customer Outcomes Framework (**Appendix 1**) shows the range of **outcomes being achieved**. The organisational benefits of Adaptations is realised by assuming that by installing adaptations such as level access showers it is preventing the potential need or postponing the need for carers. It can also reduce the risk of falls and associated social and hospital care whilst ensuring that residents have appropriate housing for their needs.

Further work is required on developing the cost savings per intervention based on national research (**Heywood 2007**) and capturing whether there has been a reduction in actual care packages as a consequence of the adaptation or other interventions delivered by the Housing Assessment Team (HAT).

1.2 Goals

Number of Customers – all cases completed in quarter	Number of goals set minimum of 1 per person.	Number of Goals achieved or exceeded
138 of which 24 were completed DFG's.	138	Yes 19 Yes and more 5 No 1

The practitioners are setting goals with the customers but in most cases are not reviewing or recording them. However, the outcomes and the customer satisfaction surveys indicate that many goals are being achieved, just not recorded appropriately at this point in time.

This report has highlighted this issue and will be addressed in the next quarter by need to formulate SMART goals and establishing a better recording and reporting mechanism.

In quarter one the report is unable to show that the interventions being delivered by HAT are enabling **xx** % of customers to achieve at least 100 % of their goals.

1.3 Customer Satisfaction Survey

Customer satisfaction survey and contractor audit are conducted after the cases have been closed to the service. The survey and audit have only been conducted on Disabled Facilities Grant funded adaptations. The current targets are to carry out audits of 100% of North Warwickshire DFG customers and 20% of Nuneaton and Bedworth DFG customers.

Since the start of the experiment 26 surveys and audits have been carried out of which 15 were for North Warwickshire and the remaining 11 for Nuneaton and Bedworth.

19 out of the 26 (73%) were related to accessing bathing facilities.

Contact with the Housing Assessment Team

34% made contact via Social Care with the other contacts being made by via Hospital, Housing, or relatives using the internet/ website to find details.

Themes

1. Overall experience – Process from start to finish

65 % of the customers rated the overall experience as very good or more.

2. The behaviour of the staff

65% of the customers rated the staff as very polite and helpful or more.

“Very good most impressed”.

3. The progress of the building works

92% of the customers rated the progress as good of which 46% rated the progress of the building works as very good. Overall only 8% made comments that there were some delays at the start of the building works.

4. What was important

The top scores were:

- having no concerns,
- accessing bathing facilities and
- getting the works done in a timely manner with no mess

“getting works completed to regain some independence”.

5. Meeting of Expectations

96% of customers expectations were met.

6. Satisfaction with the Adaptations/building works

100% of customers were satisfied with the adaptation/ building works.

Learning from the Survey

- Customers would like to know builders timescales.
- Customers would like to see examples of completed adaptations before committing.
- Finding contact details and information about the service.
- Need to review customer satisfaction survey tool.

2. Value

2.1 Average Cost of an Adaptation

The figures relate to completed private sector disables facilities grants.

The overall average cost for completed cases in Quarter 1 carried out under the new system is: £3792.50.

Pre- experiment (Dec 2010 to Dec 2011)	July 2011- March 2012 Experiment Period	Quarter 1 2012
NBBC £7,664.96	NBBC £4994.86	NBBC £3832.45 (17 cases)
NWBC £7,128.00	NWBC £4,146.68	NWBC £3695.49 (7 cases)
(Average NBBC and NWBC - £7396)	Old process NBBC £6,189.00 71 completed cases	Old process NBBC £15,683.75 4 completed cases which included 2 extensions.
	Old Process NWBC £7591 25 completed cases	Old process NWBC £20250 2 completed cases

From pre experiment to Quarter 1 2012 there has been an approximate 49% reduction in the average capital cost of an adaptation for cases that have been through the new process.

However if you add in the 6 cases that progressed through the old system to complete in Quarter 1 then the reduction is 12.5%.

(Average pre experiment £7396, average Q1 with old system = £6475)

Future trends in costs will need to be monitored and broken down in to type.

There is important information to note:

- The asbestos procedure has increase costs by an average of £150 per case.
- The reduction in costs is apparent in both NWBC and NBBC
- The relatively small data set suggests that one or two extensions will alter the average considerably when reported on a quarterly basis.
- Inflation in the past two years has been considerable however labour costs may have held steady. The figures have not been adjusted for inflation.

Potential reasons for reduced or stable costs:

- The costs may have been assisted due to greater ownership of the process by the whole team and the contractors.
- The reduction may have been assisted due to a better understanding of options available to meet needs and supply chain management.
- There may be some influence from providing a more holistic service that looks at greater needs and therefore delivery options.

2.2 Demand

The demand for the new service is not just DFG's as illustrated above. The table below shows the quarter 1 performance against previous years.

	Q1 2012	Average Per Month	Average Per Working Day
Total number of enquiries in period	248	83	4.15
Total number of Telephone Assessments in period	249	83	4.15
Total enquiries on Intake list with no telephone assessment at period end	8	N/A	N/A
Total number on list waiting for face to face visit at	83	N/A	N/A

period end			
Total number that had face to face visit at period end	151	50	2.5
Total number closed within period	147	50	2.5
Number of cases closed within period that had received a visit	80	N/A	N/A

In the previous 3 quarters of 2011/12 there were 488 telephone assessments which would average 163 assessments per quarter. In the previous quarter there were 249 assessments, an increase of 52%.

Of the number of cases closed within the quarter 54% had received a visit.

This suggests that of the 249 assessments carried out in the quarter 134 will require a visit.

During quarter 1 there has been 147 cases closed. The top enquires were classified under the following categories.

Capacity is being lost because of meetings, training, paring of staff, absence, maternity leave, developing a new system, roll out to other areas and customers needing more than one visit.

Interventions	Number
DFG (private)	24
Council adaptation assessments NBBC	22
Council adaptation assessments NWBC	4
Community Equipment	14
Self funding	2
Benefits check	3
Housing advice	7
Home safety	7
Council repairs	2
Advice & Information	11
Energy efficiency	2
Telecare	0
Support to move	0
Other	2
Total	85

3. Flow

3.1 Failure Demand

Failure Demand has been recorded for a period of time and relates to the whole service not just DFG.

There were 507 events in total and below are the top issues accounting for 50 % of the identified failure demand.

The average incidence of failure demand is 5.5 events per day consuming on average less than 15 minutes per call. This equates to 1hour 15 minutes per day.

TYPE	NUMBER
Customer chasing assessment	31
Customer chasing equipment	17
Customer chasing status of their case	58
Call back to message left	41
Contractor start time	7
Contractor quotes	5
Works query	40
Inappropriate call (other services)	56

The failure demand shows where future improvements need to focus to reduce wasteful activity for example to reduce assessment chasing by the customer the assessment can be booked when undergoing the initial telephone assessment (which is the goal of the service).

3.2 Drop out rate

Pre- experiment	Q2, Q3 Q4 2011/12	Q1 2012
	12 cancelled 73 completed (85 cases)	3 cancelled 24 completed (27 cases)
35% Warwickshire Average	14%	11%
	Cases closed within period	Cases closed within period

The data captured pre-experiment was from after the OT service had sent a letter of recommendation to the Districts. The data captured afterwards relates to cases where the contractor had visited and the process was not them completed.

This makes the assumption that cases that did not receive a contractor visit were directed to external services or directly provided with other services or received appropriate advice.

Reasons for drop outs in Q 1

- Client changed mind after means test
- Needs met with alternative means
- Customer changed mind after contractor visit

3.3 Hand Offs in Pathway

Pre- experiment	Experiment (phase 1 – up to 31 st March 2012)	1 st April -30 th May 2012
51	11	13

There has been a significant reduction (79%) in the number of hand-offs within the original pathway mapped at the review stage.

More recently there has been an increase of 2 hand offs as a result of the contractors no longer being incorporated directly into the pathway due to procurement rules.

Future work may better define and expand the number of hand offs or process steps as this will lead to better opportunities to marginally improve the service and flow.

3.4 End to End Time and the 8 Key Stages

The End to End time for the DFG is the overall time from Initial contact with WCC or Housing to completion of the adaptation works.

The data concerns Private DFG cases closed within the quarter.

Pre-experiment	Q1 2012
395 Calendar days (Warwickshire Average)	105 Calendar days

The overall time for all closed cases is 58 calendar days which includes the categories listed in paragraph 2.2 above.

There are 8 key stages in the pathway.

Stages	Inclusion Parameter	1 st April – 30 th June 2012 Mean Time
Enquiry to Telephone Assessment (all cases)	Initial Assessment within quarter	5.8 Days
Telephone Assessment to Face to Face Assessment (all cases)	Face to face assessment in quarter	32 Days
Face to Face	Contractor visit in	

Assessment to Contractor visit	quarter	29 Days
Contractor visit to Quotation	Quotation received within quarter	9 Days
Quotation to DFG Approval	Approval within quarter	10 Days
DFG Approval to Start of Works	Works started in quarter	28 Days
Start of Works to Completion of works	Works completed within quarter	9 Days
Completion of works to Case Closure	Cases closed within quarter	14 Days

NB: The data in the table above does not total the stated end to end time for the cases closed in the quarter due to different inclusion parameters.

The Statistical Control charts for each stage are reproduced in **appendix 2**.

The average time taken to carry out a telephone assessment after initial enquiry is relatively high. Further work to focus activity on responding to enquiries is necessary and ensuring this is the recognised task of the duty desk.

32% of enquiries had their initial assessment on the same day of enquiry.

With regards to the Face to Face Assessment to Contractor Visit time, this appears to be a considerable length of time. This part of the process includes the asbestos procedure that takes at least 7 days and as we no longer have partner contractors we have less control over contractors and when they visit.

Key Data shows that:

- There has been a 73.4 % reduction in the time taken to deliver an adaptation from enquiry to works completed compared to pre experiment data.
- In the previous system customers waited on average 270 days to be assessed firstly by Occupational Therapy and subsequently by Housing. Now enquiry to the face to face visit, which incorporates OT and Housing, has reduced by 86% - meaning customers are informed of the suitable solutions to meeting their housing and social care needs within a fraction of the time (saving 232 days).
- The time taken from quotes received to approval of DFG has reduced by 70%. (Old Process – 24 days, new process 10 days).
- The time taken from when the application has been approved to when the works start has reduced by 50%. (Old process 56 days, new process 28 days)

The current focus is aimed at stabilising the new service, rolling in Rugby and on going developments.

3.5 Cost of Pathway

Further work is required in this aspect of system performance. It is important to note that the staffing costs to achieve the improvements described so far have not increased and savings will have been realised with regards to incidental costs such as:

Administration – e.g. not currently using assessment co-ordinators, reduced administration from NBBC business support.

Contact Centre – Kick Out questions mean that customers do not progress through the entire WCC contact centre pathway.

Mileage – reduction in the number of visits per case e.g. no technical officer visit, shared caseworker and or single WCC visit will convert in to a reduction in mileage travelled.

Time – reduction in number of visits should result in a time saving per case

It is not prudent to attempt to put a figure to these savings until the detailed finance work has been completed.

The work so far has generated the improvements in spite of the difficulties experienced due to the creation of a new and unique service and delivery vehicle and the work to roll out the new pathway to partner local authorities.

This would suggest that further improvements could be realised when the existing resources are brought to bear fully on delivery and system improvement.

The Finance sub-group are currently working to identify the costs of the services and money invested in to housing related preventative services.

It is intended that this work will include a costing of the old pathway and the new pathway to allow comparison and to highlight the process savings expected above.

4. Pull

4.1 Contractor Audit

Although the audit process adds no value to the customer and could be considered as waste it does perform a function that also allows discussions with customers on how the process was perceived by the customer. This will allow feedback to improve the process.

Taking place at the same time as the Survey described in paragraph 1.3 the contractor audit measures performance based on the criteria below.

Theme	Average Rating out of 5.
Quality	4.73
Behaviour	4.84
Cleaning Up	4.73
Communication	4.73
Advice and Information	4.65

26 audits were conducted

1. Quality

77% of the customers rated the quality of the workmanship and materials as very good or excellent.

2. Contractor behaviour

100% of the customers rated the contractors as very good as regards them being polite and helpful with 85% rated as excellent.

3. Cleanliness

92% of the customers rated the contractors as being tidy and cleaning up during and after the works as being very good/ excellent.

4. Communication

96% of customers rated the communication between themselves and the contractor as very good.

5. Advice and Information

77% of customers rated the advice and information given was very good.

Learning points

Need to review the audit tool to ensure that it is identifying more opportunities to secure improvements.

5. Perfection

Perfection relates to how good the service is at delivering what the customer would like it to deliver.

To show whether we are achieving the purpose of the service for the customer we are using a number of different methods:

- Customer satisfaction survey
- Contractor audit
- Performance data
- Goals and outcome
- Complaints
- Compliments.

This section deals with complaints and compliments and non statutory funded works outlining choice.

5.1 Complaints & Compliments

Complaints can arrive in two categories, complaints about processes and systems and complaints about decisions based on assessments. Both types of complaints should be seen as opportunities to move towards perfection.

There has been two formal complaints received one via WCC Customer Relations Team and one via NBBC.

A number of compliment letters have been received in addition to informal compliments made verbally.

5.2 Non- statutory funded works (self-funding)

Type	Value
Level access shower	Est £3500.00
Stepped access & safe access on path with rail.	Est £400.00
Level access shower	Est £3500.00
Advice regarding converting garage to level access facilities	Est £16,000

Works that are not being funded through statutory means are an indication of the inclusiveness of the service and the movement of the service away from providing statutory services, and therefore preventative work, to one section of the community.

The Government in the recent Care and Support White Paper has highlighted that Home Improvement Agencies expand their customer base to a wider scope than state funded service users.

Denise Cross & Paul Coopey

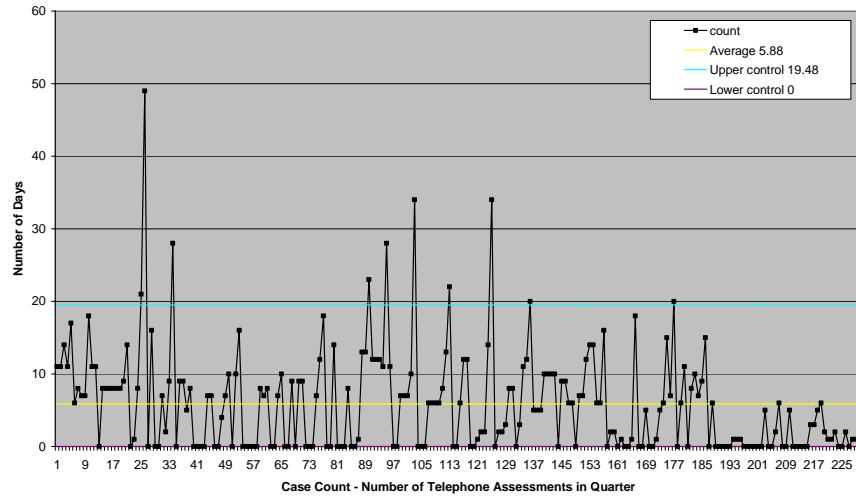
28th August 2012

Appendix 1: Customer and Organisational Outcomes Framework

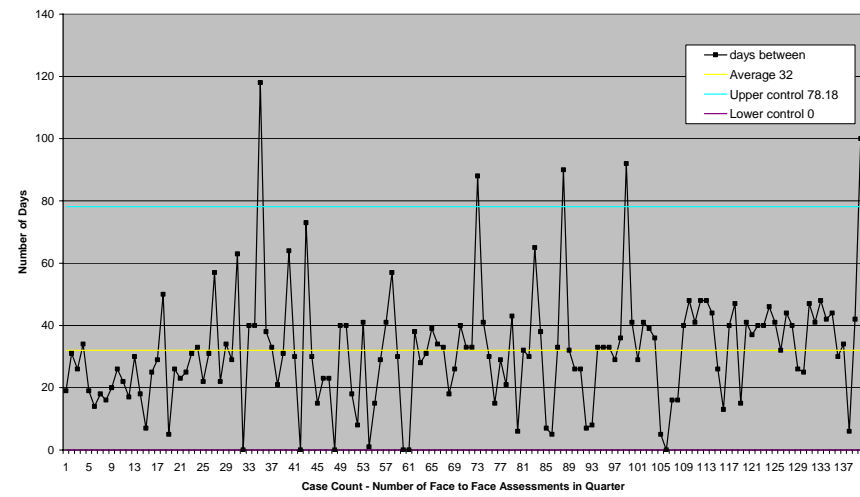
						OUTCOMES ACHIEVED BY INTERVENTION												
Level Access Showers		15																
Stair Lift		10																
Through Floor Lift		0																
Ground Floor Extension		0																
Ground Floor Conversion		0																
Toilet		0																
Internal Door Widening		1																
Kitchen Facilities		0																
Sleeping Facilities		0																
Rails		1																
Safety		0																
Heating		0																
Associated Repairs		0																
		Total Cost	£91,020.11															
		Average Cost	£3,732.50															
Disabled Person Receives Carer or Family Help with Daily Living Activities related to the adaptation	Adaptation Type 1	Adaptation Type 2	Adaptation Type 3	Adaptation - Other	Cost	Access			Provision of Facilities - modified or new				Safety			Wider Living		Goals Achieved
						To reduce isolation, maximise ability and			To maximise ability in activities of daily living and to maintain dignity and respect				To minimise risk to person, carer or relative			NOT YET IN USE		
						i	ii	iii	15	0	0	0	23	24	0	0	0	
						Able to go in and out of property to access their home / garden / community	Able to access principal rooms within the property	Able to use existing facilities within the property	Able to wash self using the bathing facilities - bath / shower / wet room	Able to use the toilet	Able to get in and out of bed	Able to prepare drinks / food	Personal Safety / reduced accidents / injuries	Carer / Family Safety	Improved condition of the property to provide comfort / security or safety	Facilitate Caring For Family Member	Facilitate working from Home	Not Achieved
Yes	Stairlift				£2,563.60		X	X					X	X				Achieved
Yes	Stairlift				£3,315.00		X	X					X	X				Exceeded
Yes	Stairlift				£2,022.15		X	X					X	X				Achieved
Yes	Ramp				£2,099.50	X							X	X				Achieved
Yes	Level Access Shower	Rails			£4,108.43				X				X	X				Achieved
Yes	Level Access Shower	Stairlift			£5,871.00		X	X	X				X	X				Achieved
Yes	Level Access Shower				£2,776.34				X				X	X				Achieved
Yes	Stairlift				£1,995.00		X	X					X	X				Exceeded
Yes	Stairlift				£2,271.00		X	X					X	X				Exceeded
Yes	Level Access Shower				£4,403.00				X				X	X				Exceeded
Yes	Level Access Shower				£4,396.58				X				X	X				Achieved
Yes	Level Access Shower				£4,307.46				X				X	X				Achieved
Yes	Level Access Shower				£4,249.87				X				X	X				Exceeded
Yes	Level Access Shower	Stairlift			£5,799.55		X	X	X				X	X				Achieved
Yes	Level Access Shower				£4,189.62				X				X	X				Achieved
Yes	Level Access Shower				£5,014.52				X				X	X				Achieved
Yes	Level Access Shower				£6,874.00				X				X	X				Achieved
Yes	Level Access Shower				£3,480.00				X				X	X				Achieved
Yes	Stairlift				£2,618.00		X	X					X	X				Achieved
Yes	Level Access Shower				£3,958.83				X				X	X				Achieved
Yes	Internal Door Widening				£1,830.00		X	X						X				Achieved
Yes	Level Access Shower				£4,708.45				X				X	X				Achieved
Yes	Stairlift				£2,182.38		X	X					X	X				Achieved
Yes	Level Access Shower	Stairlift			£5,985.83		X	X	X				X	X				Achieved

Appendix 2 Stage and End to End Control Charts for Quarter 1 2012

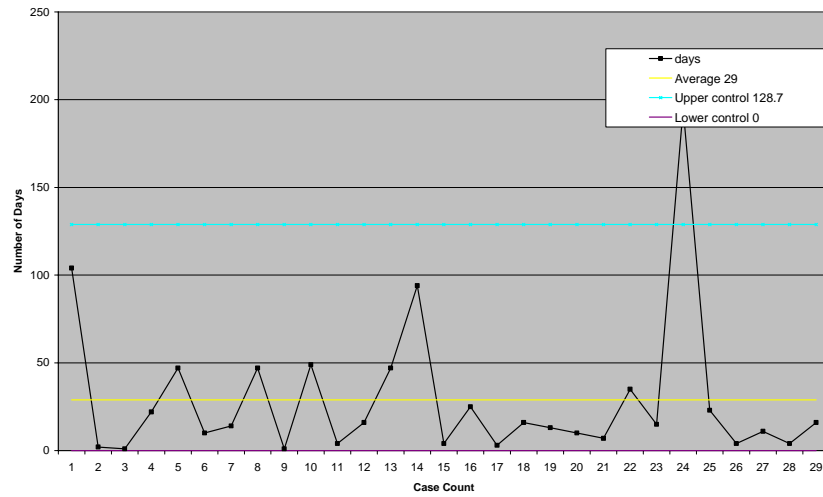
NWBC / NBBC - Number of Days Between Enquiry and Telephone Assessment - Quarter 1 2012



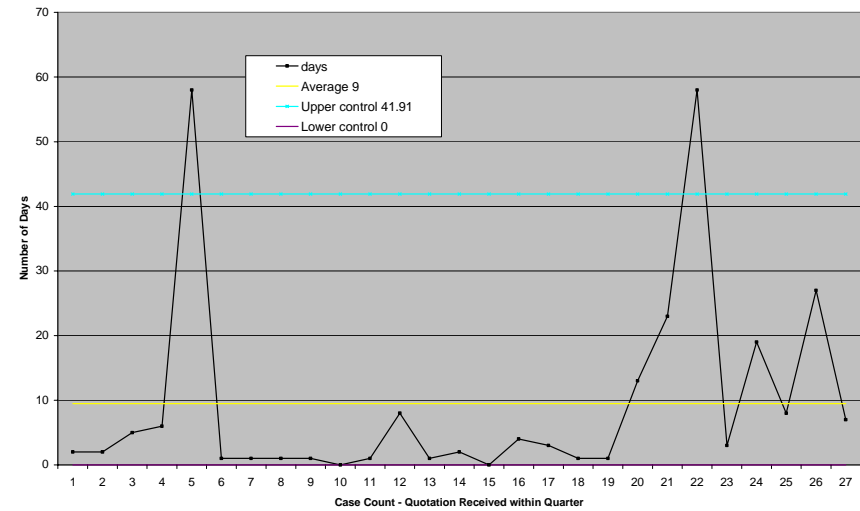
NWBC/NBBC - Number of Days from Telephone Assessment to Face to Face Visit - Quarter 1 2012



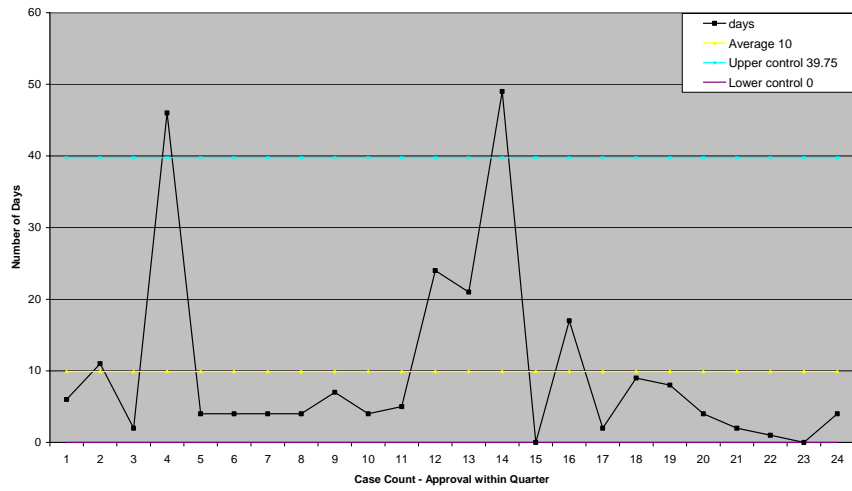
NWBC / NBBC - Number of Days from Face to Face Assessment to Contractor Visit - Quarter 1 2012



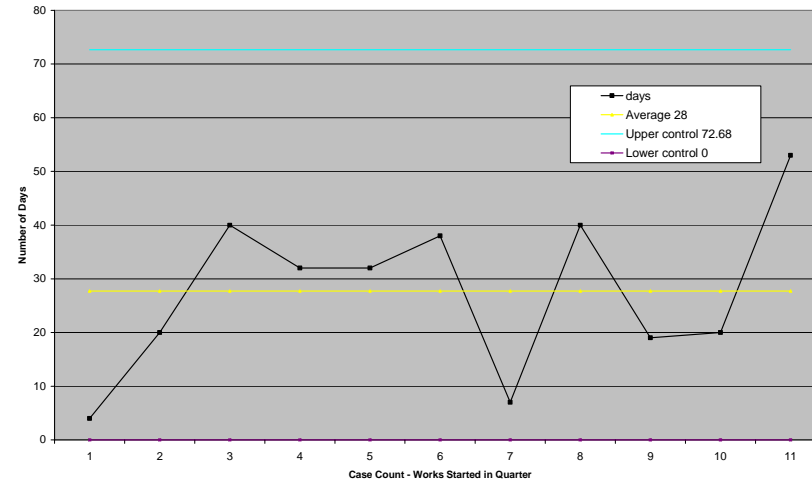
NWBC / NBBC - Number of Days Between Contractor Visit and Quotes Received - Quarter 1 2012



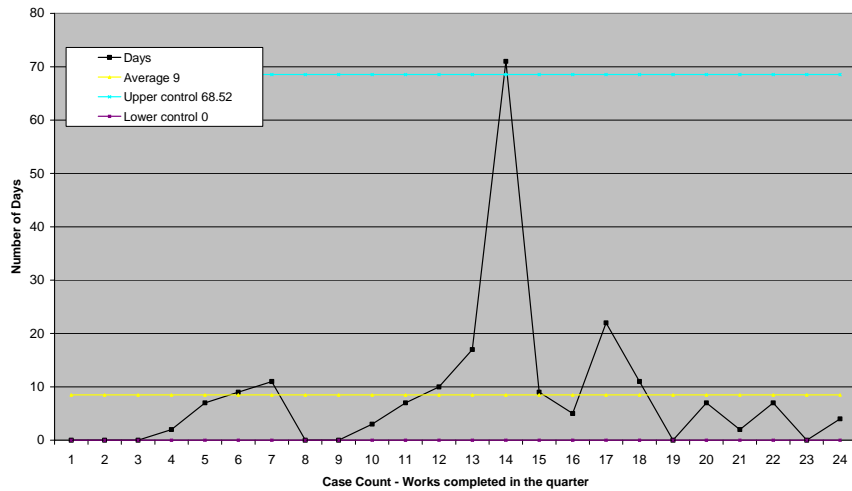
NWBC / NBBC - Number of Days from Quotes Received to Grant Approval - Quarter 1 2012



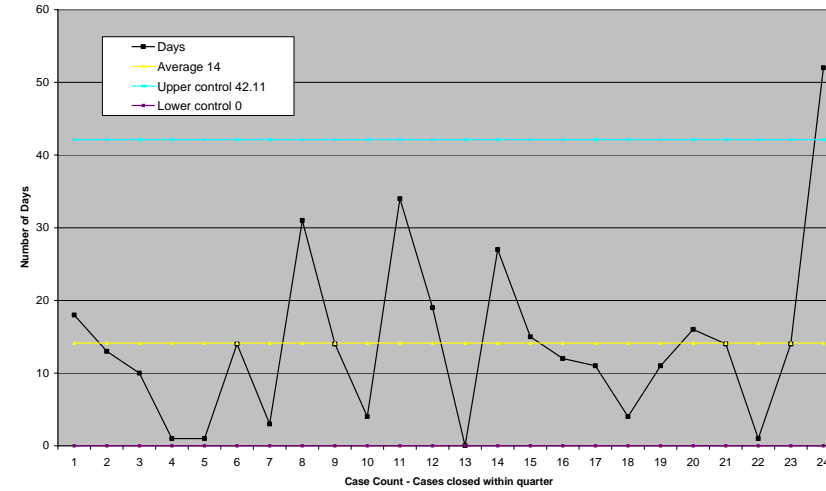
NWBC / NBBC - Number of Days from Approval of Grant to Works Start Date



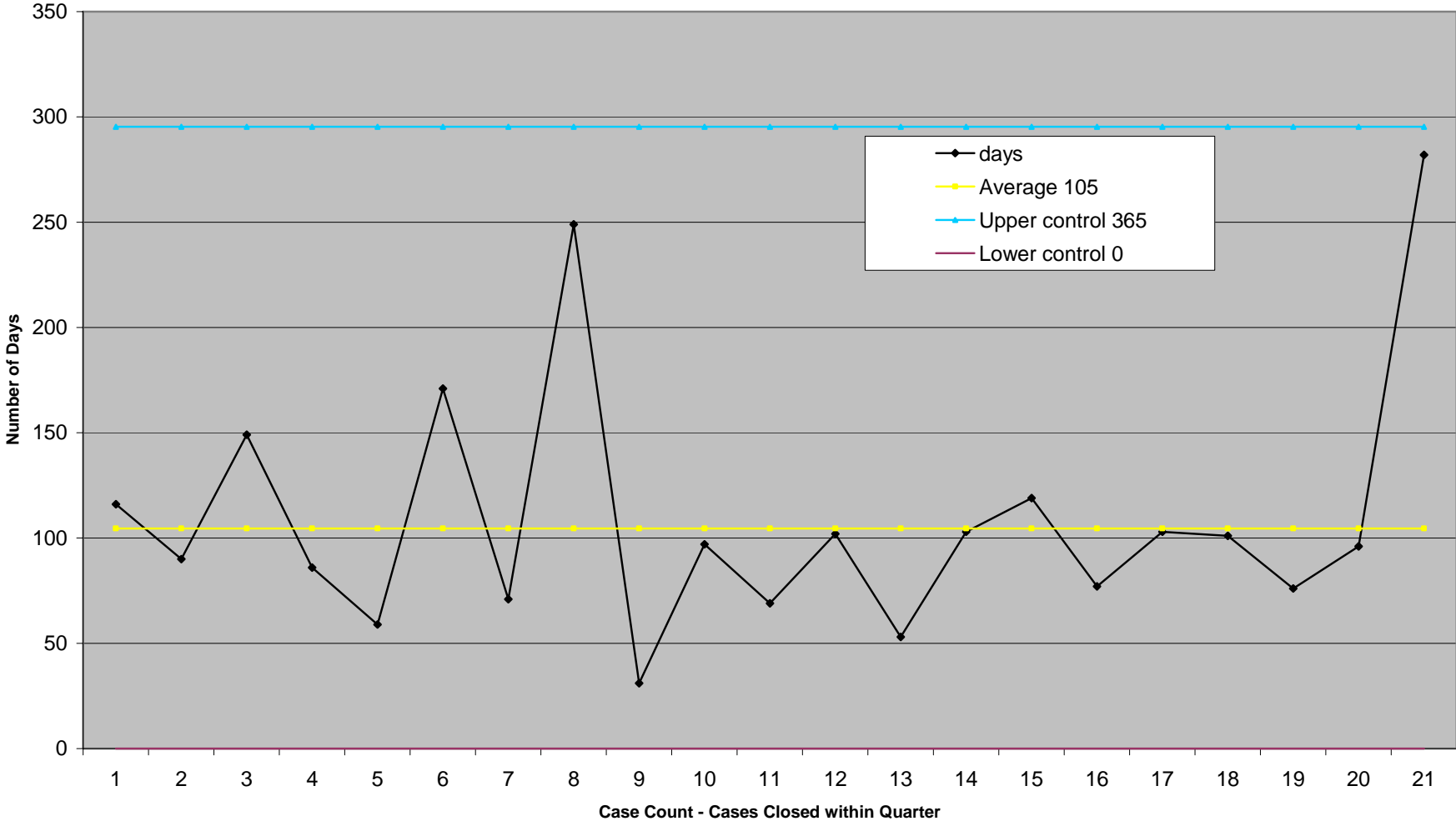
NWBC / NBBC Number of Days from Works Start to Works Completed - Quarter 1 2012



NWBC / NBBC - Number of Days from Works Completed until Case is Closed - Quarter 1 2012



NWBC / NBBC - Number of Days from Enquiry to Closure DFG Cases - Quarter 1 2012



Notes

Face to Face Assessment to Contractor Visit

- One case took 195 days. This was a housing association extension where we had to, have plans drawn, chase permissions and the housing association wanted their contractor to quote.
- One case took 104 days – this was a private rented property where the landlord delayed giving permission for the adaptation.

Contract Visit to Quotes Received

- Works were initially for stair lift and then customer came back before grant works done for level access shower as well. Recording restrictions means that only one quote and visit can be recorded.
- Required a few visits to determine how to put a level access shower in a very small bathroom.

Works Start Date to Works Completion

- Problem with recording which needs to be improved. Reliant on contractors providing dates.
- asbestos had to be re-done as it wasn't the correct one first time around
- An issue with works quality

Works Completed to Case Closed

- 2 cases had no particular reason for delay
- 1 case – the stair lift works completed after bathroom works done thereby giving an extended delivery closure period.



Warwickshire Collaborative
Home Improvement Agency
and Adaptations Service

Business Case

12th October 2012

1. Executive Summary

This Business Case sets out a proposal to improve and explore the future delivery of housing adaptations and the range of services currently provided by the Home Improvement Agencies (HIA) across Warwickshire, taking into account the identified needs of the local population.

The service will need to embrace taking on new patterns of delivery to take account of broader policy initiatives such as the personalisation agenda. Applying a Lean thinking methodology underpinned by project management will identify what the service currently does and what we want it to do.

A multi-agency project was set up in September 2010 to explore the current provision of Adaptations and related HIA Services and gather the evidence to inform how the services could be transformed in to a more effective and consistent pathway across Warwickshire.

The model the panel agreed to explore which would secure the strong partnership agreement was the Collaborative model for Warwickshire using existing service providers.

- Improving service system efficiency for service users with complex needs by taking a whole-system approach e.g. pathway, where services recognise their interdependencies, plan together to provide a comprehensive range of services for a local population and provide ways of tailoring services to the individual and their carer.
- Facilitates a coordination of interventions for a customer's journey as some customer's will have multiple needs and will require a variety of different solutions. A collaborative approach reduces confusion and duplication and delivers seamless process of care and better outcomes.
- Collaborative working and co-location can streamline access to the service ensuring a co-ordinated response to their needs at the point of entry, may prevent hospital or residential admissions, better outcomes and more effective and efficient solutions.
- Makes best use of scarce resources across the services, promotes integrated practice and a service model that will reduce pressure on other expensive services e.g. residential care and also improve the quality of life for older and disabled people. Many customers have suffered from poor communication and co-ordination, duplicated assessments, sometimes contradictory decisions made by different agencies and unnecessary delays.
- Matrix management which incorporates operational management and professional leadership in a Collaborative service enables practitioners to be providing the right services in the right place but also gives clear lines of accountability and communication. Preventing costly bottlenecks and gaps in care and ensuring the care is undertaken by the right professional.

The implementation of the service model (Figure 1) has adopted a staged approach due to the complexity of the number of organisations involved in the service provision.

The stages are:

- Stage 1 - the continuation of the experimental service in NBBC and NWBC areas
- Stage 2 - roll in of Rugby Borough Council area (includes Orbit Housing) into the North Service and WCC OT staff
- Stage 3 - the establishment of a similar service in South Warwickshire incorporating Warwickshire District Council area and Stratford-on-Avon area (including Age UK) and WCC OT staff.

The key elements for the new service include:

- A collaborative co-ordinated system which focuses on providing early intervention and prevention
- A comprehensive assessment of needs within a set criteria
- Signposting to other appropriate sources - advocacy role on behalf of local residents

Benefits to Warwickshire Residents include:

- Improved quality of life
- Reduced pressure on carers
- Maintained independence
- Giving the individual self-respect and dignity
- Enjoyment of living in their own familiar home environment for much longer (Ridgeway Care & Repair: “6% of users said they would have gone into residential care had they not had an adaptation”)
- Choice
- Social inclusion and family life

Organisational Benefits

The organisations involved in the project will benefit in many different ways given the unique delivery of services that span the two tiers of local government. The expected benefits include:

- Breaking down of organisational and professional barriers that hinder shared working
- Establishment of shared teams and services spanning the 6 local authorities in Warwickshire
- Establishment of procedures and protocols to share benefits, resources and expertise.
- Greater understanding between organisations
- Closer strategic and operational working
- One unified voice to represent and champion all service users within Warwickshire.
- Shared risk and increased resilience
- Reduced capital costs
- More customers assessed and assisted for the same revenue costs
- Potential to engage effectively with Health Service with a single voice for housing related support services
- Reputational improvement for establishing a unique, innovative and effective multi-agency service
- Customer focused
- Improved health and wellbeing and supporting independence
- Social and financial inclusion
- Provision of a simple cost effective and timely responsive service
- Promotion of the benefits of partnership working
- Enabling Warwickshire’s citizens to be fully informed on ‘how to help themselves before they need help’

2. Introduction

The provision of adaptations has been the subject of scrutiny and revision by the previous Government, and also the Local Authorities within Warwickshire for a number of years. Adaptation services need to change and become integrated into a wider suite of options for maintaining independence, as greater numbers of older and disabled people remain living in their own homes.

Despite increases in funding of Disabled Facilities Grant (DFG), individuals in need of an adaptation often suffer as a result of the inconsistencies in the process and long waiting times. The current problems in delivery are not simply funding shortages but also the service delivery approach. The preventative benefits of adaptations, including to the customer, health and social care are often lost due to the time taken to deliver the adaptation.

The service will need to embrace taking on new patterns of delivery to take account of broader policy initiatives such as the personalisation agenda. The service will need to be flexible, offer a range of services, breakdown the single-solution and silo working of professionals and be customer led.

Applying a Lean thinking methodology underpinned by project management will identify what the service currently does and what we want it to do. This business case considers the resources and evaluates the benefits associated with the implementation of an innovative service to meet current demand.

This Business Case sets out a proposal to improve and explore the future delivery of housing adaptations and the range of services currently provided by the Home Improvement Agencies (HIA) across Warwickshire, taking into account the identified needs of the local population. The work is supported by:

- Warwickshire County Council
- Warwick District Council
- Stratford-on-Avon District Council
- Rugby Borough Council
- North Warwickshire District Council
- Nuneaton and Bedworth Borough Council

In Warwickshire the assessment for Housing Adaptations (across all tenures) is carried out by the Warwickshire County Council (WCC) Occupational Therapy Service within Adult Social Care and the Integrated Disability Service (IDS) for Children, Young People and Families. The personal needs of individuals and carers are identified and solutions are either provided directly, if eligible under Fair Access to Care (FACS), through the provision of equipment and/or recommendations to the five District and Borough Councils for adaptations, or signposted to other services. The Councils may provide a Disabled Facilities Grant (DFG) to organise and fund the adaptation either directly or through procured Home Improvement Agencies with the individual, family and carers. In both assessment and grant processes the individual has experienced long delays in provision due to long waiting lists and variability in practice across Warwickshire. Although, once an individual has received an adaptation they were pleased with the outcome but have endured a process of 395 days on average, across Warwickshire, from enquiry to completion.

2.1. Background

The DFG was introduced in 1990. Subject to a means test (removed for disabled children under 18 years in December 2005), it gives a mandatory right to any eligible disabled person of grant support to a current limit of £30,000 for the purpose of altering their dwelling. Outcomes are to enable access to and use all the normal facilities of home, and to care for others where this is relevant. The current Government continues to support and increase the budget for Disabled Facilities Grant.

Although there is a well-researched evidence base (Better outcomes, lower costs: implications for health and social care budgets of investment in housing adaptations, improvement and equipment: a review of the evidence, Heywood F and Turner L, 2007) supporting the belief that adaptations reduce the need for more costly interventions, the complexity of the DFG system, has a direct impact on the DFG applicants either in terms of the speed of delivery of a DFG or in the way the local authority can tailor the service to individual needs.

Since 2005 Warwickshire local authorities have been working together to improve the way housing adaptations are delivered within the County and respond to the challenges of an aging population and public sector comprehensive spending reviews and their effect on public services. During the course of this work the differences in delivery and systems across Warwickshire were highlighted and it became apparent that fundamentally the whole approach needed to change to improve the delivery and outcomes for customers. A whole systems improvement was required rather than modifications to the existing services, but best practice needed to be retained.

Previously commissioned reports^{1 2} have recommended solutions but the Supporting People Commissioning Body (April 2009) agreed that the proposed solutions would be organisational and not fundamentally change the service provision. A further scoping exercise using lean systems was carried out which confirmed that significant improvements could be achieved by utilising the full Lean systems thinking methodology.

The multi-agency project was set up in September 2010 to explore the current provision of Adaptations and related HIA Services and gather the evidence to inform how the services could be transformed in to a more effective and consistent pathway across Warwickshire.

The key findings of the initial work (review), using lean system methodology, identified that there was duplication in services, long waiting times and inconsistent working practices across Warwickshire. A better co-ordinated and effective service would be achieved through improving the processes, better procurement and adaptations being part of a holistic approach i.e. offering alternative accommodation, repairs, telecare, community equipment as well as adaptations, professionals working together in a team and moving to a customer-led pathway to achieve the best solution for their housing needs.

¹ Warwickshire County Council – Review of Home Improvement Agency Services 2007

² Improving the Quality of Home Improvement Agencies in Warwickshire - Housing Quality Network.

2.2. Service Review

The review commenced in December 2010 and completed in March 2011. The aim was to study the system and identify waste and duplication within it. A redesign suggested a new approach that was subsequently trialled in an experiment hosted by Nuneaton and Bedworth Borough Council in conjunction with WCC and North Warwickshire Borough Council. The innovative work carried out in the experiment showed and informed that dramatic improvements in delivery could be realised through a holistic approach (Quarter 1 2012/13 Performance Report).

It is therefore accepted that in moving forward, the way in which Adaptations and related HIA Services will be delivered in the future will be fundamentally different. This proposal recognises the need to review service delivery and performance levels across the board to ensure the effective use of its resources to provide a service that not only delivers value for money, but shifts the focus from being reactive to preventative to gain maximum benefit for the individual and their family/carers, and enable the individual to remain in their home environment.

The key reasons for undertaking this work are:

Partnership Working

- Increasing effectiveness through working in a collaborative way
- Potential for public and private sectors to collaborate and improve effectiveness.
- Build a new way of working together through real innovation.

Customer Needs

- To design a new system capable of responding to a high level and increasing demand for adaptations reflected in the national data on long term disability (Office for National Statistics) and predicted increases in the Warwickshire older and general population.
- Promoting independence and maximising an individual's potential
- Better housing to improve health outcomes
- Preventing accidents, ill health and dependency through an enabling home environment

Service Delivery

- Creating a flexible, equitable and consistent service
- Building in resilience, shared expertise and economies of scale.
- Customer focused and responsive services
- Right first time
- Increasing productivity through streamlining work

3. National and local context

The economic climate and the need to prioritise investment mean that there is a requirement to develop and maintain the most effective services. People are living longer, they want independence and dignity.

3.1. National Policy

3.1.1. White Paper on Care and Support July 2012

The Department of Health (DOH) recently published the 'Caring for our future: reforming care and support' White Paper (July 2012), which sets out the vision for a reformed care and support system. The new system will:

- focus on people's wellbeing and support them to stay independent for as long as possible
- improve integration of different services

The white paper acknowledges that housing plays a vital role in supporting people to live independently, and helping carers to support others more effectively.

"I am supported to maintain my independence for as long as possible" (P10)

It will introduce new duties on local authorities to ensure adult social care and housing work together (P27) to support adaptations and home repair services and to incorporate preventive practice and early intervention into care commissioning and planning.

The Government is already supporting people to adapt their homes through the Disabled Facilities Grant, worth £745 million over the four years to 2014/15. We are spending £51 million over the same period on handypersons services to deliver small home repairs to minimise trip hazards in the home, or to ensure adequate heating and draught-proofing (P28)

Other key documents such as the "Our Programme for Government" Dilnot Commission (July, 2011) and "Fair Society, Healthy Lives" Marmot Review, (February, 2010) also emphasise the importance of housing (Appendix 1).

3.1.2 Laying the Foundations: A Housing Strategy for England) Nov 2011.

The Government strategy for housing was published in November 2011. The title of the strategy "Laying the Foundations" emphasises the local nature of providing housing related services and the obligations on partner agencies to build on the foundations being delivered.

"The Government is committed to ensuring that housing and planning policies positively reflect the wide range of circumstances and lifestyles of older people, who already occupy nearly a third of all homes. Nearly two thirds (60 per cent) of the projected increase in the number of households from 2008–33 will be headed by someone aged 65 or over."

"Good housing for older people can enable them to live healthy, independent lives and reduces pressure on working families in caring for older relatives. It can also prevent costs to the NHS and social care. For some older people a move to a smaller, more accessible and manageable home can also free up much-needed local family housing. The government is committed to enabling people to make an informed choice about their housing and care in later life."

The strategy relates the government commitment to:

- Protecting the DFG funding over the current spending review period
- Helping with small repairs and improvements in housing through the national handyman funding.
- Work to help extend the reach of HIA services and encourage efficiency, innovation and social enterprise in service design.
- We will encourage local authorities to make provision for a wide range of housing types across all tenures, including accessible and adaptable general-needs retirement housing, and specialised housing options

3.2. Local Priorities

Each local authority within the partnership have their own corporate objectives and priorities that demonstrate their values and vision for their local areas The Business Case is able to contribute to a number of the objectives and highlights the golden weave that joins the partnership together (Appendix 2).

In Warwickshire there has also been a 3% demographic increase each year, with growing numbers of older people (200,000 people over the age of 50 of which 45,000 are over 75 years old) and people living with long-term conditions estimated at 1 in 3 people and predicted to significantly increase over the next 20 years (*Warwickshire Public Health Report 2009-10*).

The 536,000 population of Warwickshire (mid-year 2010) is projected to grow to 634,900 by 2033 an increase of 101,700 people, higher than the projected regional and national population growth rates of 14% and 18% respectively. Nuneaton and Bedworth has the highest levels of deprivation in the county and falls within the top third most deprived Local Authority Districts in England. Pockets of deprivation also exist in and around the town centres of Atherstone, Rugby, and Leamington Spa. Stratford-on-Avon District is the least deprived in Warwickshire. (*Warwickshire Observatory: Quality of Life Report 2011/12*).

Some of the most important drivers of health inequalities are the large differences in the rate of smoking between communities, educational attainment and its impact on people's employment and earnings potential, quality of housing and community that they live in.

(<http://jsna.warwickshire.gov.uk/2012/01/31/inequalities/>).

4. Service Delivery Proposal

4.1. Delivery Model

An options appraisal was conducted in January 2012 by the Heads of Housing, Social Care and Supporting People senior representatives. The purpose of the options appraisal was to assess a number of models to secure the most appropriate delivery mechanism. The model the panel agreed to explore which would secure the strong partnership agreement was the Collaborative model for Warwickshire using existing service providers. The model seeks the collaboration of all partner agencies to deliver the service with an agreed governance structure encompassing the 6 local authorities. There would be a staged approach to roll out of the experimental service to all local authority areas of Warwickshire to enable effective review, control and learning.

The benefits of a Collaborative model are:

- Improving service system efficiency for service users with complex needs by taking a whole-system approach e.g. pathway, where services recognise their interdependencies, plan together to provide a comprehensive range of services for a local population and provide ways of tailoring services to the individual and their carer/s.
- Facilitates a coordination of interventions for a customer's journey as some customers will have multiple needs and will require a variety of different solutions. A collaborative approach reduces confusion and duplication and delivers seamless process of care and better outcomes.
- Collaborative working and co-location can streamline access to the service ensuring a co-ordinated response to customer needs at the point of entry, may prevent hospital or residential admissions and achieve better outcomes and more effective and efficient solutions. Co-location of Housing Officers and Housing OT's has been ongoing and proved useful in increasing communication and shared ownership of the process.
- Makes best use of scarce resources across the services, promotes integrated practice and a service model that will reduce pressure on other expensive services e.g. residential care and also improve the quality of life for older and disabled people. Many customers have suffered from poor communication and co-ordination, duplicated assessments, sometimes contradictory decisions made by different agencies and unnecessary delays.
- Matrix management which incorporates operational management and professional leadership in a Collaborative service enables practitioners to be providing the right services in the right place but also gives clear lines of accountability and communication. Preventing costly bottlenecks and gaps in care and ensuring the care is undertaken by the right professional.

The Experiment has enabled a number of barriers to be explored and challenged in creating a Collaborative service. The inclusion of non-Crown organisations in the roll-out across Warwickshire will be one of those challenges. Procurement rules have also dictated in the experimental phase what can and cannot be achieved in the short term. Longer term solutions will be necessary once the service has been established.

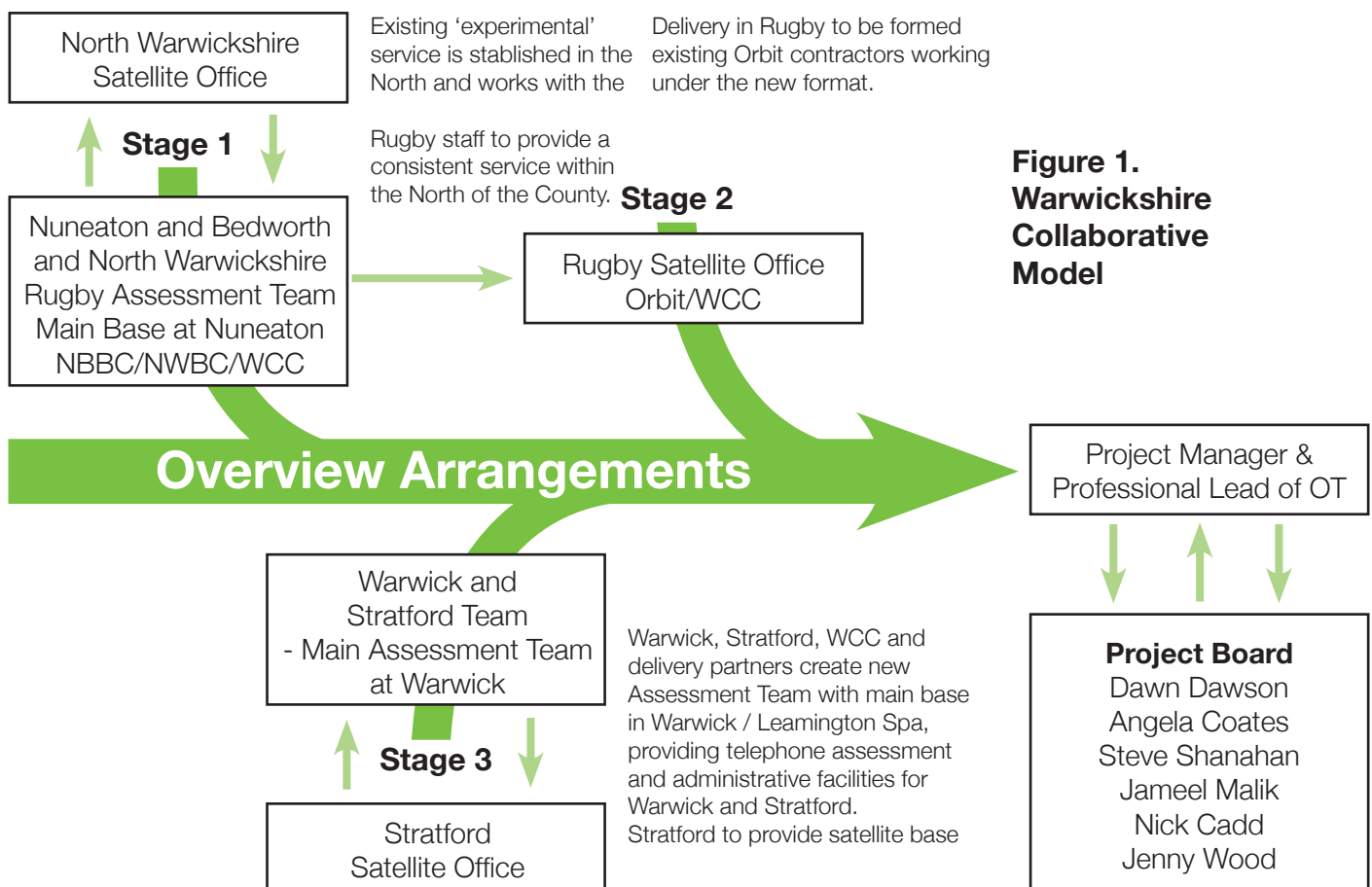
4.2. Service Model

The implementation of the service model (Figure 1.) has adopted a staged approach due to the complexity of the number of organisations involved in the service provision.

The stages are:

- Stage 1 - the continuation of the experimental service in NBBC and NWBC areas
- Stage 2 - roll in of Rugby Borough Council area (includes Orbit Housing) into the North Service and WCC OT staff
- Stage 3 - the establishment of a similar service in South Warwickshire incorporating Warwick District Council area and Stratford-on-Avon area (including Age UK) and WCC OT staff.

By taking a staged approach the impact of organisational change across a large number of organisations can be managed and stabilised before progressing to the final stage. Once the service is established in all areas it will provide evidence and best practice for the most effective model to be designed and implemented for Warwickshire which could lead to the establishment of Stage 4.



The benefits of this approach are that it will enable the North to maintain and stabilise the current service being delivered in NBBC and NWBC areas and roll in Rugby to deliver the same service. This will also provide learning to enable the South to establish a similar service within Warwick and Stratford-on-Avon districts utilising existing providers where possible.

4.3. Scope of Proposed Service

The collaborative service model to deliver adaptations and associated home improvement services is complex due to the involvement of multiple organisations and the need for local requirements in the services delivered in each local authority area. Also, what has become evident in the initial experiment phase is the vast number of outcomes for an individual that can be achieved by a co-ordinated service. It is not just an adaptation, but advice, information, improving house conditions, referrals to other services etc. This will be assessed at the front end of the process and include customers that would not normally be referred to Housing Authorities enabling an increased level of identification of problems and delivery of solutions to customers.

The scope of the service model will consist of a core service that will be common to all areas and also a selection of associated services that may or may not be provided by the core service team. Referral pathways will be established or maintained to ensure identified need is signposted to the appropriate service if not provided within the team.

The scope of the service model is detailed in Figure 2 with the core service being a holistic assessment of housing and personal needs and delivery of minor and major adaptations.

4.3.1. The key elements for the new service include:

- A collaborative co-ordinated system which focuses on providing early intervention and prevention
- A comprehensive assessment of needs within a set criteria
- Signposting to other appropriate sources – advocacy role on behalf of local residents

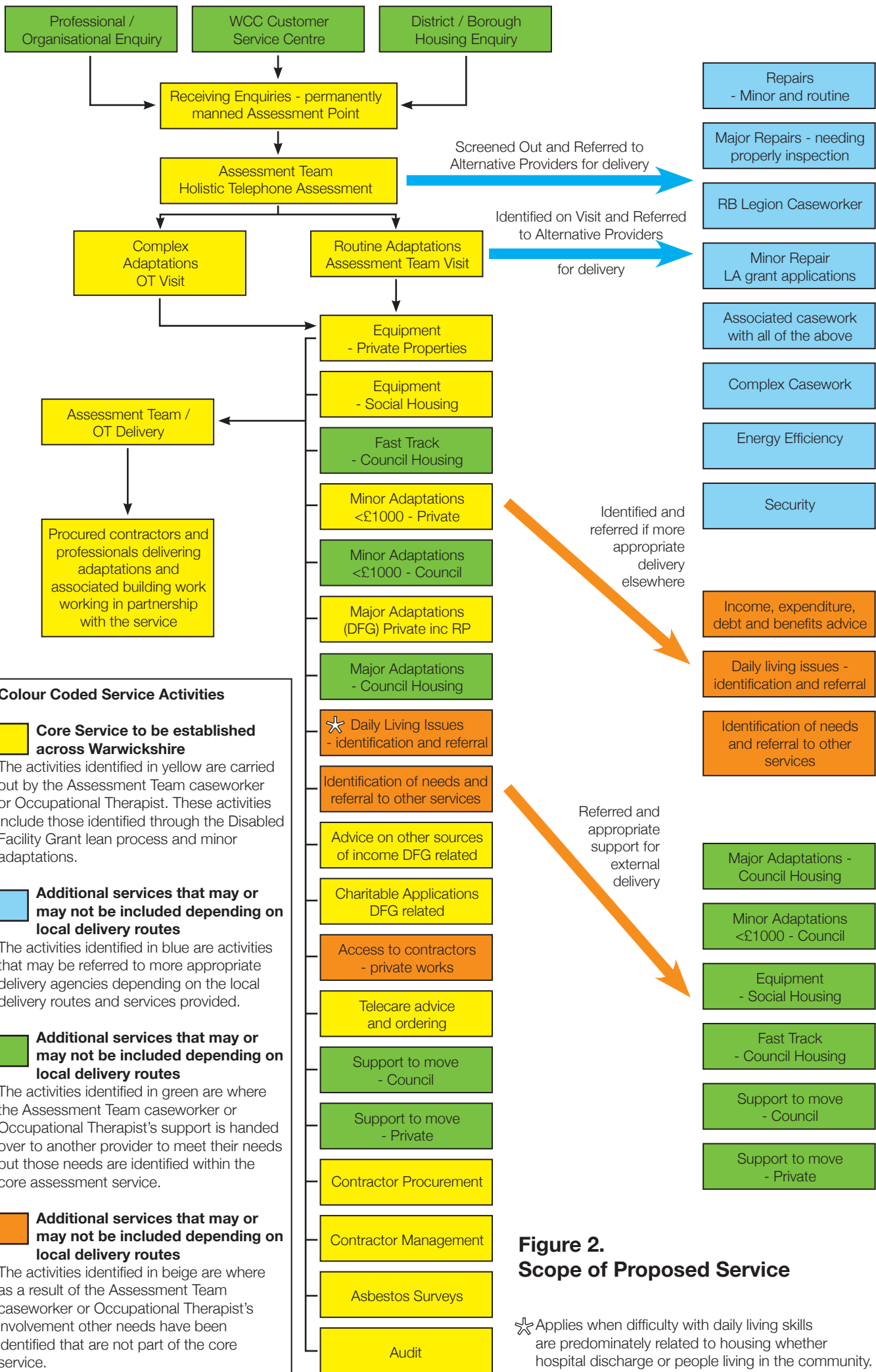


Figure 2. Scope of Proposed Service

4.4. Governance arrangements

A frame work to provide governance and structure to the roll out of the Delivery Model is shown in Figure 3.

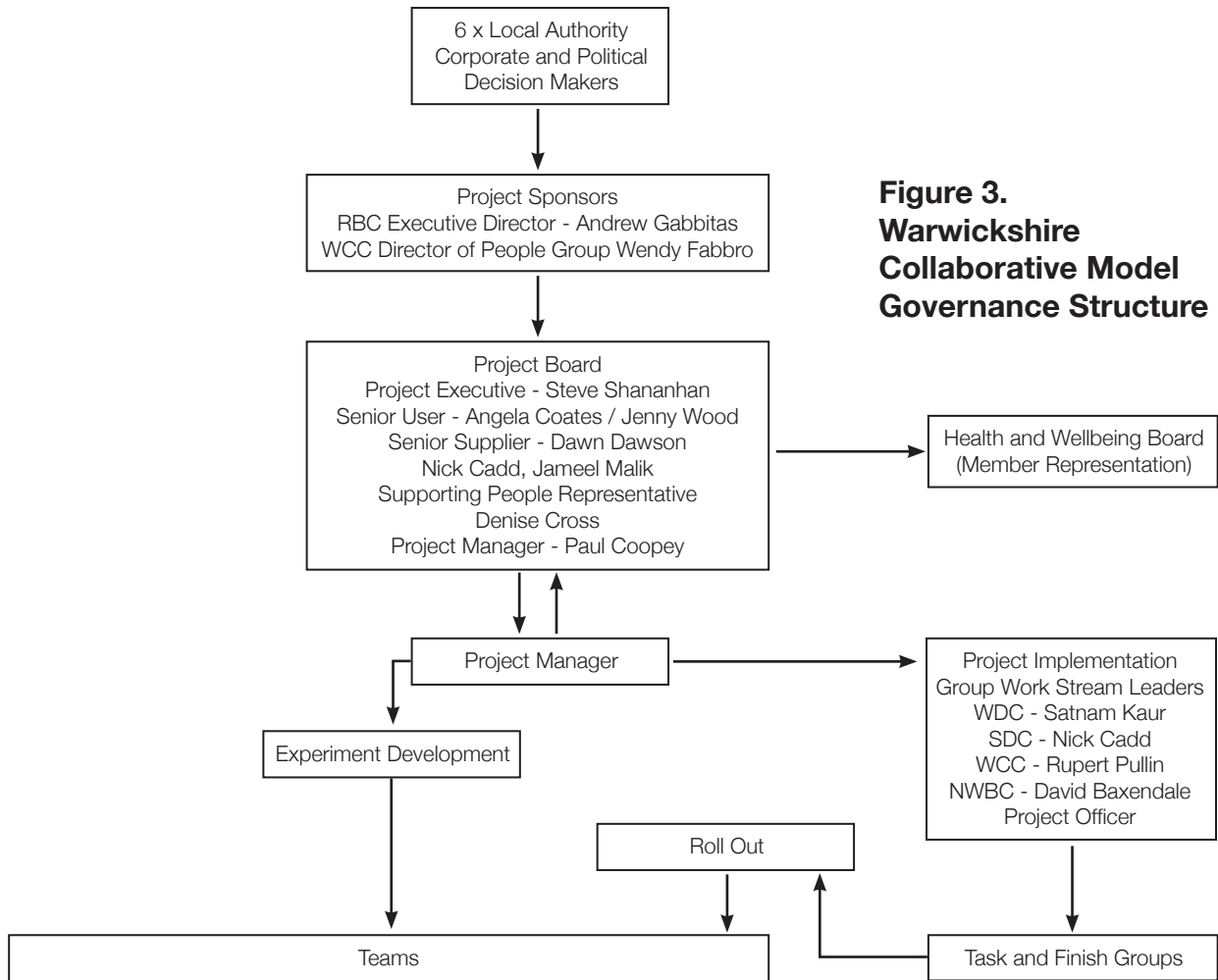


Figure 3.
Warwickshire
Collaborative Model
Governance Structure

4.5. Project Management

To ensure an effective and a managed approach is taken to creating a 6 to 8 organisation delivery model it was agreed to adopt a project management approach utilising a scaled down version of Prince 2. Further analysis showed that there are 4 separate aspects to the project with a potential future stage:

- The strategic aspect that will help with breaking down organisational barriers and create shared working practices
- Stage 1: Stabilise the North to create a completed working model with fully trained staff and an appropriate organisational structure.
- Stage 2: Roll in Rugby to the North Service
- Stage 3: Roll out the service to the South creating a similar self-sustaining service.
- Future Stage 4: Potential to Develop and Implement a Warwickshire Service Model.

5. Expected Benefits

The collaborative service will deliver a number of benefits to the customers, the organisations within the partnership and to other organisations such as Health.

5.1. Overall Service Benefits

Objective	Output	Outcome	Measure
Customer	<ul style="list-style-type: none"> Improved outcomes for customers Goals achieved / exceeded 	<ul style="list-style-type: none"> To reduce isolation and maximise ability To maximise ability in activity of daily living and maintain dignity and respect To minimise risk, increase confidence and feeling of safety to person carer or relative To maximise participation in family roles, work, social activities and control of own life. 	<p>Number and type of adaptations linked to Outcome Accountability Framework</p> <p>Goals achieved or exceeded via customer feedback.</p> <p>Customer feedback.</p>
Value	<ul style="list-style-type: none"> Lower costs for adaptations Integrated multi-skilled team 	<ul style="list-style-type: none"> Increased number of adaptations completed within budgets Increased delivery of interventions Resilience in service delivery 	<p>Lower average cost of each adaptation</p> <p>Lower cost of assessment</p> <p>Demand</p> <p>Number of interventions delivered</p>
Flow	<ul style="list-style-type: none"> Reducing avoidable contact by getting it right first time Reduced number of steps within process Increase effectiveness 	<ul style="list-style-type: none"> Lower unit cost Uniform core process for Warwickshire residents 	<p>Failure demand</p> <p>Dropout rate</p> <p>Hand offs</p> <p>End to end times</p> <p>Cost of pathway</p>
Pull	<ul style="list-style-type: none"> Co-ownership of whole pathway. Single contact point. Process inclusive of contractors 	<ul style="list-style-type: none"> All parties responsively working together along the pathway including the contractors 	<p>Stage times x 5</p> <p>Audit outcomes</p>
Perfection	<ul style="list-style-type: none"> Improved partnership working Improved staff moral Prevention 	<ul style="list-style-type: none"> Better and improving service delivery Better and improving teams and work system. Early intervention to delivery preventative measures to residents. 	<p>Complaints and compliments</p> <p>Non statutory funded customers accessing service</p> <p>Staff survey</p> <p>Benchmarking with peer networks.</p> <p>People remaining independent in their homes</p>

5.2. Benefits to Warwickshire Residents include:

- Improved quality of life
- Reduced pressure on carers
- Maintained independence
- Giving the individual self-respect and dignity
- Enjoyment of living in their own familiar home environment for much longer (Ridgeway Care & Repair: “6% of users said they would have gone into residential care had they not had an adaptation”)
- Choice
- Social inclusion and family life

5.3. Organisational Benefits

The organisations involved in the project will benefit in many different ways given the unique delivery of services that span the two tiers of local government. The expected benefits include:

- Breaking down of organisational and professional barriers that hinder shared working
- Establishment of shared teams and services spanning the 6 local authorities in Warwickshire
- Establishment of procedures and protocols to share benefits, resources and expertise
- Greater understanding between organisations
- Closer strategic and operational working
- One unified voice to represent and champion all service users within Warwickshire.
- Shared risk and increased resilience
- Reduced capital costs
- More customers assessed and assisted for the same revenue costs
- Potential to engage effectively with Health Service with a single voice for housing related support services
- Reputational improvement for establishing a unique, innovative and effective multi-agency service
- Customer focused
- Improved health and wellbeing and supporting independence
- Social and financial inclusion
- Provision of a simple cost effective and timely responsive service
- Promotion of the benefits of partnership working
- Enabling Warwickshire’s citizens to be fully informed on ‘how to help themselves before they need help’

The one-off nature of much adaptations work makes the tracking of longer-term outcomes less easy to achieve. Although there is a well-researched evidence base (Better outcomes, lower costs: implications for health and social care budgets of investment in housing adaptations, improvement and equipment: a review of the evidence, Heywood F and Turner L, 2007) supporting the belief that adaptations reduce the need for more costly interventions, there is currently no links between DFG budgets and the statutory beneficiaries of their preventative outcomes: acute health service and social care.

There is an important point of learning from Neath Port Talbot County Borough Council (Zokaei et al (Lean and Systems Thinking in the Public Sector in Wales, Cardiff University, January 2010) that further study showed that of the 750 people who went into residential care over a five year period, 244 had been identified by OT services for a DFG. 85 of them had received the DFG but later went into residential care at an average age of 84 years. 159 did not receive a DFG due to the waiting time and were admitted to residential care at an average age of 80 years. The evidence suggested a strong correlation between the average age of admittance to residential care and the completion of DFG works, i.e. a potential delay of four years where a DFG was received. In this case, it is suggested that four years' additional independence at home could have been possible for the 159 people who were admitted to residential care at the age of 80, if adaptations had been available earlier. This period would cost on average £380 per week per person in a residential care home with a total cost of £12.57 million (159 x £380 x 52 x 4). DFG works for the same group of people, to delay admission to residential care potentially by 4 years, at an average DFG cost of £7,000 per case would have cost £1.12 million or less than 9 per cent of the above figure¹. It must be noted that this only indicates a potential and hypothetical saving and that the figures are calculated in retrospect rather than actual savings.

Clearly, by providing appropriate DFG at the appropriate time people can be sustained within their own accommodation, not only reducing residential care costs but arguably delivering considerable emotional and community benefits to service users. Nevertheless, the impact of timely DFG service could go beyond delaying admission into residential care, for example to alleviate costs in the home care service or to discharge existing clients from residential care.

The partnership working with the University of Warwick and two PhD students will build on the evidence to show the benefits of adaptations on Warwickshire residents and enable an Outcome Framework to be developed to engage with other stakeholders.

6. Benefits Realisation / Funding and Affordability

Work has commenced to understand the funding being invested in home improvement, adaptations and housing related preventative services within the County. This will allow a baseline to be set which will enable county wide monitoring of relevant services. It is expected that a core service will be funded with individual local authorities being able to increase investment based on local need, priorities and decisions. For example if one authority wanted to increase their activity with regards to affordable warmth then a ready-made delivery vehicle would be available.

Current funding streams include:

Organisations	Funding areas contributed
WCC Social Care	Occupational Therapy employees, management and support
	Equipment for minor adaptations (Integrated Community Equipment Service, Direct Payments)
Warwickshire Housing Support Partnership	Supporting People funding for home improvement agencies
	Handyperson Grant
Districts and Boroughs	Housing Caseworkers and private sector housing teams, management and support or grants to partner agencies.
	Disabled Facilities Grant funding
	Home Improvement grant and loan funding
	Home safety funding
Arden Cluster (NHS)	Home safety funding

The total funding for the services provided across Warwickshire are in the region of:

Revenue -	£1.45 million per annum for employees (Occupational Therapy, private sector housing home improvement and adaptations teams and external home improvement agencies)
Revenue -	£130k per annum WCC equipment budget including telecare
Capital -	£2.76 million approx for DFG budgets to be used in private sector housing
Capital -	£1.45 Council Housing adaptation budgets
Capital -	£600k Private Sector home improvement budgets.

A suitable model will need to be established to ensure that benefits realised from the service are reinvested in preventative & early intervention housing services or shared between partners through an agreed process.

The organisational benefits detailed in Para 5.3 will require high level agreements and protocols to be developed. For example:

- Breaking down of organisational barriers that hinder shared working – will require an appropriate governance and organisations structure, potentially aligned revenue and capital budgets.
- Establishment of shared purpose teams and services spanning the 6 local authorities in Warwickshire – this may require the development of new management models, Human Resource Protocols and team structures that will allow resilience to developed and shared amongst authorities.

7. Time Scales

The roll out of the experimental service to an established county wide service will consist of a number of stages, or stage plans. The predicted time scale for the stage plans are as follows. The proposed county wide adaptations service is the forerunner of potential further integration which will depend on later reviews and projects which are anticipated to begin after the adaptations service has been established county wide.

Stage	Start	End
Strategic	1 February 2012	31st April 2014
Stage 1 Stabilisation of North Experiment	1st February 2012	1st March 2013
Stage 2 Roll in of Rugby and Stabilisation	1st August 2012	31st March 2013
Stage 3 Roll out to South Warwickshire and Stabilisation	1st April 2013	31st March 2014
Stage 4 Potential to Develop and implement a Warwickshire Service Model	1st November 2013	1st April 2014 (subject to data generated during previous stages)
Next Lean System Review – to be decided	1st Jan 2014	31st April 2014

8. Assumptions

- Outcomes will be achieved for residents that will have a positive impact on their health and wellbeing.
- Cost reductions for health and social care due to the outcomes
- The service will be delivered over 5 working days per week
- Additional work on future demand will be necessary.
- That funding for the services will continue and benefits realised will be shared with existing funding partners as appropriate.

The DFG Funding Methodology from the Department of Communities and Local Government (Feb 2011) suggests that approximately 1.7% of Private Sector / Non council social housing homes would be eligible for DFG to fund adaptations.

Applying this calculation locally suggests a need of 231000 households (2011 census) x 1.7% = 3927 qualifying adaptations.

Data suggests that Warwickshire is providing an adaptation for 1 in 14 (approx 275 per year) that are eligible due to hidden unmet need.

Of the unmet need there is a higher risk that they enter into social care and health services to deal with the outcomes. The experiment is working with other services to address some of the unmet need e.g. Enable Me Centre, Assistive technology, Housing Options and providing specialist advice and information.

9. Risk – achievability (risk, impact, control measures)

The size and complexity of the proposal and the method of achieving the eventual outcome raises certain risks that will need to be monitored and controlled. The intention to create a Warwickshire Collaborative Home Adaptations Service using exiting partners will take time and trust between the partners, politicians, Corporate Management Teams, managers and employees.

Ref	Risk	Impact	Control / Mitigation Measures	Residual Risk Level
1	Funding to complete the project	High	Bids for funding from IEWM / Chief Officers Group / Spending from existing budgets	Medium
2	Change Management	High	Engage with unions concerning new proposals, communicate with employees and consult where appropriate	Low
3	Complying with legal aspects of creating a collaborative partnership	High	Advice to be sought from the necessary specialist teams within partner Councils e.g. legal, finance, procurement, health and safety, human resources.	Low
4	Adequate staff time to manage the implementation project	High	Appoint project manager. Create project management team from participating local authorities. Appoint project executive and project board to oversee progress, review and support the project. Support also to be provided via appointment to temporary project officer post.	Low
5	Maintaining corporate and political support across 6 local authorities	High	Maintain engagement and involvement of members through communication strategy. Seek to enhance reputation of local authorities by promoting the partnership. Ensure appropriate sign up to business case.	Low
6	Procurement of existing partners	Medium	Liaise with procurement as appropriate. Keep partners updated.	Low
7	Procurement exercise scheduled to be carried out by Warwickshire Housing Partnership for HIA services	High	Supporting People representatives to be included on the project board.	Low
8	Staff competencies to carry out the new service roles	Medium	Short term staff will shadow each other, longer term there will be competency profiles and training packages to address enable appropriate up skilling.	Low
9	Stage 4 - Potential to Develop and implement a Warwickshire Service Model is driven through without due regards to the needs of the customers and system performance	Medium	Governance board represented by senior managers from all local authorities allowing collaboration to determine future plans based on data generated in previous stages.	Low

10. Key Stakeholders and Communication

Purpose: to provide consistent, clear, timely and accurate communications to our stakeholder groups.

Objectives:

- Keep awareness and commitment high
- Engagement – leading to commitment and project success
- Ensure expectations don't drift out of line with what will be delivered
- Explain what changes will be made and when
- Describe the desired future
- Ensure excellent engagement with key stakeholders to secure support and commitment
- Identify and promote achievements and successes to enhance the reputation of the project at a local, national and regional level

Planning the engagements:

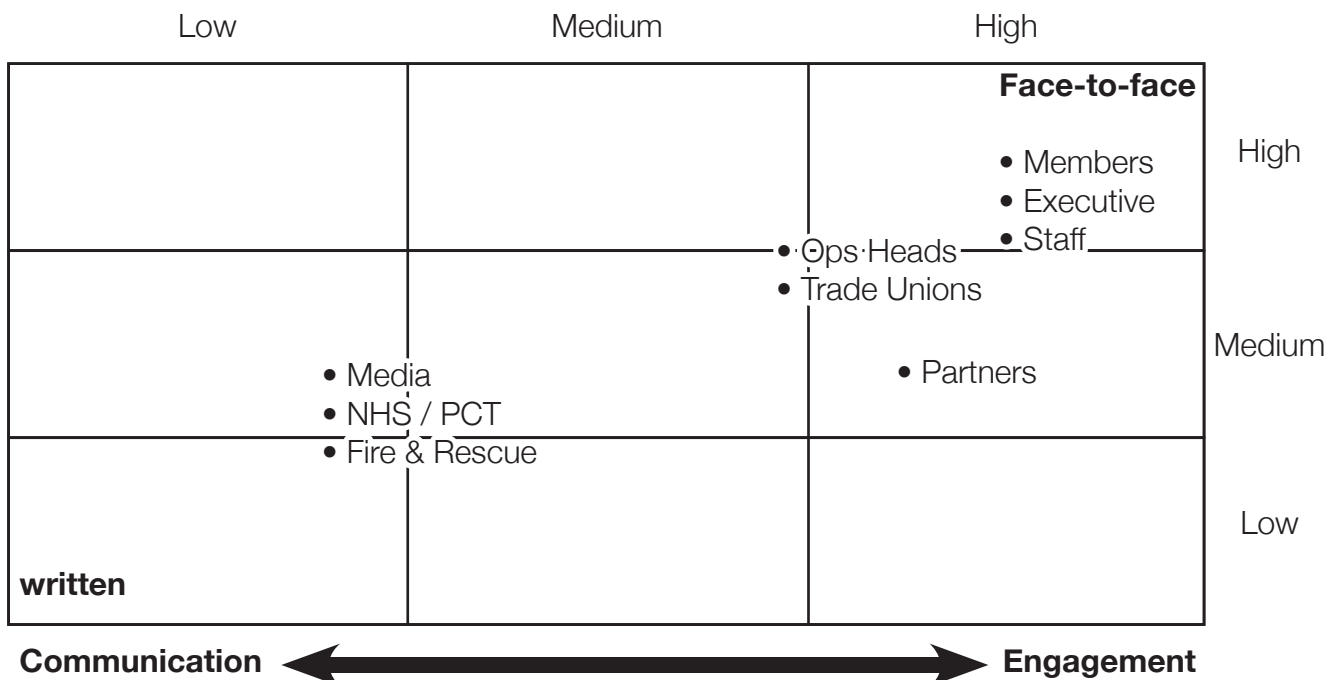
Engagement is more active and embracing than communication. It covers stakeholders in decision making and implementation as well as consulting with them and informing them. These should be done face to face.

Who - Groups that have an interest in the project:

1. Members
2. Staff / workers
3. Customers
4. Executive teams
5. Operational heads
6. Partners
7. Trade unions
8. Media
9. NHS / PCT
10. Fire & Rescue / Police

What - understanding influences, interests and attitudes of the stakeholders

Interest areas	Local economy	Job changes	Social policy 'maintaining independence	Finance: Revenue & Capital	Opportunities	Partnership Working	Effective Service
Members (county & district)	●	●	●	●	●	●	●
Staff: Customer Services Project Team Other employees affected by change		●	●	●	●	●	●
Customers			●				●
Executive teams	●	●	●	●	●	●	●
Operational Heads	●	●	●	●	●	●	●
Partners: Age Concern Orbit Contractors Foundations CLG		●	●	●	●	●	●
Trade Unions		●					
Media		●	●	●			●
NHS / PCT			●	●			●
Fire & Rescue / Police			●		●	●	



11. Interdependence with other Projects

This project will feed in to other Home Improvement / Adaptations related projects in the future.

It is necessary for the project management team and the project board to be aware of local programmes and projects and represent this HIA / Adaptations project as appropriate

- Transformation projects within Warwickshire County Council.
- Housing related support for older people
- Extra Care Housing
- Assistive technology / telecare
- Re-ablement and intermediate care
- Discharge to assess (hospital discharge)
- Stroke pathway

12. Approvals

Approval sought for...

1. Establishment of a collaborative service for the Home Improvement Agency and Adaptations Service across all areas of Warwickshire.
2. The scope, service and delivery model and governance arrangements.
3. To establish the necessary agreements, protocols and staffing arrangements, subject to organisational procedures, to create an effective working partnership, this may involve transfer of responsibilities across organisations.
4. Seek methods of benefit realisation and sharing of such benefits as appropriate between partner organisations subject to the necessary corporate procedures.
5. Proceed with District and Borough Warwickshire procurement exercise for appropriate (public sector and private sector) professional and building services in compliance with local procurement policies (Excluding WCC).
6. To spend from existing budgets in the pursuance of the objectives.
7. To allocate staff time and resources as appropriate to implementation tasks as appropriate.

Business Case Approval

Nuneaton and Bedworth Borough Council

Business Case Approved by:

Signed:

Position:

Date:

Warwickshire County Council

Business Case Approved by:

Signed:

Position:

Date:

Rugby Borough Council

Business Case Approved by:

Signed:

Position:

Date:

North Warwickshire Borough Council

Business Case Approved by:

Signed:

Position:

Date:

Warwick District Council

Business Case Approved by:

Signed:

Position:

Date:

Stratford - on - Avon District Council

Business Case Approved by:

Signed:

Position:

Date:

Appendix 1.

National Policy Drivers

Dilnot Commission – this report looks at current funding and administrative arrangements that leave people struggling against the indignities and hardships of coping in homes that have become unsuitable. The Commission was set up in July 2010, following a commitment in the Government's coalition agreement, 'Our Programme for Government'. The Commission is to report by the end of July 2011. Andrew Dilnot chairs the Commission, with Dame Jo Williams and Lord Norman Warner as fellow commissioners.

Specifically the report examines and provides deliverable recommendations on:

- how best to meet the costs of care and support as a partnership between individuals and the state;
- how people could choose to protect their assets, especially their homes, against the cost of care;
- how, both now and in the future, public funding for the care and support system can be best used to meet care and support needs; and
- how any option can be delivered, including an indication of the timescale for implementation, and its impact on local government (and the local government finance system), the NHS, and - if appropriate – financial regulation.

Marmot Review - In February 2010, the Marmot Review Team published 'Fair Society, Healthy Lives.' This was the culmination of an independent review into health inequalities in England which Professor Sir Michael Marmot was asked to chair by the Secretary of State for Health.

Key messages of this Review:

- 1 Reducing health inequalities is a matter of fairness and social justice. In England, the many people who are currently dying prematurely each year as a result of health inequalities would otherwise have enjoyed, in total, between 1.3 and 2.5 million extra years of life.
- 2 There is a social gradient in health – the lower a person's social position, the worse his or her health. Action should focus on reducing the gradient in health.
- 3 Health inequalities result from social inequalities. Action on health inequalities requires action across all the social determinants of health.
- 4 Focusing solely on the most disadvantaged will not reduce health inequalities sufficiently. To reduce the steepness of the social gradient in health, actions must be universal, but with a scale and intensity that is proportionate to the level of disadvantage. We call this proportionate universalism.
- 5 Action taken to reduce health inequalities will benefit society in many ways. It will have economic benefits in reducing losses from illness associated with health inequalities. These currently account for productivity losses, reduced tax revenue, higher welfare payments and increased treatment costs.

- 6 Economic growth is not the most important measure of our country's success. The fair distribution of health, well-being and sustainability are important social goals. Tackling social inequalities in health and tackling climate change must go together.
- 7 Reducing health inequalities will require action on six policy objectives:
 - Give every child the best start in life
 - Enable all children young people and adults to maximise their capabilities and have control over their lives
 - Create fair employment and good work for all
 - Ensure healthy standard of living for all
 - Create and develop healthy and sustainable places and communities
 - Strengthen the role and impact of ill health prevention.
- 8 Delivering these policy objectives will require action by central and local government, the NHS, the third and private sectors and community groups. National policies will not work without effective local delivery systems focused on health equity in all policies.
- 9 Effective local delivery requires effective participatory decision-making at local level. This can only happen by empowering individuals and local communities.

Living Well at Home Enquiry - this report highlights the importance of the home in the current debate. Unsuitable housing is often the reason why an older person must go into expensive residential care or must stay in hospital; suitable housing means independence for longer and a good quality of life in older age. (Richard Best, Chair, All party Parliamentary Group on Housing and Social Care for Older People. July 2011).

Summary of recommendations:

A new "Living Well at Home" strategy for older people

That Government should help to promote a new overarching vision of housing for older people to provide the catalyst for statutory, voluntary and commercial organisations, older people, family and carers to identify and maximise the housing solutions across all tenures for older people

That local authorities should be at the heart of implementing "Living Well at Home" strategies and that the new Health and Wellbeing Boards should give equal attention to housing, health and social care

That the Homes and Communities Agency should give greater priority to taking forward recommendations from the Housing Our Ageing Population: Panel for Innovation (HAPPI) to stimulate social and private sector developers to build more high quality housing that meets the lifestyle choices of older people

Planning and 'age-friendly' communities

That Government should make specific provision on planning for an ageing society in the National Planning Policy Framework, to facilitate the supply of sufficient housing for older people to meet the demands and overcome the barriers to moving

That Government should give impetus to local government, planners, designers, architects, developers, providers and older people's organisations to embed ageing in their local strategies and encourage the adoption of Lifetime Homes Standards as part of local 'age-friendly' neighbourhood criteria.

Sustaining advice and information services

That Government should provide long term funding to First Stop as part of a commitment to a “Living Well at Home” strategy

That local authorities should adopt the Fit for Living Network’s criteria and be encouraged to coordinate the provision of face-to-face housing information and advice services for older people in their areas and identify sustainable investment in them
That local authorities and service providers should improve the way they produce and convey information for older people about the service options, costs, quality outcomes and sources of further assistance that can both educate and enable older people to plan for their future housing and care needs and aspirations

Raising the stakes in equity release

That Government and the private sector should come together to convene an industry-wide task group to stimulate development and growth in equity release products for older people; this group should explore the potential for a government backed bond and kitemark

That local government, in collaboration with partners from statutory, voluntary and commercial sectors, should develop a community of practice with supporting advice and information tools to raise awareness and offer reassurance about the availability of equity release, private finance and loan facilities for older people

Adapting to a more integrated approach

That Government should reconsider the abolition of Private Sector Renewal funding for home improvements that make the homes of low income elderly owner occupiers fit to live in

That local authorities should make full use of central government funding for Disabled Facilities Grants and, as appropriate, work with Health Trusts to secure additional resources for aids and adaptations that can save NHS funds

That Government should encourage local authorities and the NHS strategically to commission integrated community based support, Home Improvement Agency and handy-person services for older people across housing, health and social care, thereby combatting fuel poverty, and reducing excess winter deaths, accidents in the home, and longer stays in hospital

That local statutory, voluntary and commercial housing, health and social care, along with professional bodies such as Foundations and the College of Occupational Therapists, should produce joint good practice guidelines and procedures that facilitate effective, person-centred, transfer of care back home following a hospital admission

Maximising choice and personal control

That social and private sector housing organisations embrace the principles of personalisation and understand the implications of the future self-funding / commissioning / procurement of person-centred housing related care and support services

That central and local government work together to explore ways of making the most of opportunities for Telecare to reduce the risks facing those with care needs who are living independently and to provide support and reassurance for family carers, as well as saving public expenditure on care costs

That central government should play its part in supporting and co-ordinating the on-going economic impact assessment and monitoring of Supporting People grants to determine more precisely “what works” and ensure the most efficient targeting of available resources

Strengthening the strategic links between housing, health and social care

That Government should use the provisions of the Health and Social Care legislation to ensure that housing matters are covered by Health and Wellbeing Boards

That Joint Strategic Needs Assessments (of Local Authorities and primary health care) include reference to housing and long term care and support solutions that promote independent living for older and vulnerable citizens as part of ‘age-friendly’ care

That Government should invite partners from local authority social care, health and housing related support partners to develop a successor Supporting People performance framework to inform policy and practice at the local level

(All Party Parliamentary Group on Housing and Care for Older People Living Well at Home Inquiry)

Appendix 2.

Local Objectives

Warwickshire County Council Corporate Ambitions

Warwickshire has the following ambitions which are directly assisted by the business case proposals.

Ambition 1 Community and Customers

We aim to:-

Work with partners to enhance Community engagement so as to engage with local residents in the context of strategic localisation of council services and teams including engagement with the Police

Ambition 3 Care and Independence

We aim to:

Fulfill our duty of care to older and vulnerable people

Working with partners to improve number of older people living independently in their own homes

Embrace the Public Health Service within our responsibilities to improve the health of the County's population

Embed the principles of early intervention so that children, young people, parents & carers have the support they need, when they need it

Ambition 7 Organisation

We aim to:

Work with other public sector organisations to integrate services and ensure services remain sustainable and based around need

Nuneaton and Bedworth Corporate Objectives

The proposals in this business case directly contribute to the following corporate aims and priorities of Nuneaton and Bedworth Borough Council.

Vision

“By 2021 we shall achieve the greatest improvement in quality of life and social justice in Warwickshire, providing value for money services in a safe and pleasant environment.’

Aim 1: To improve the quality of life and social justice for residents so it is much closer to that enjoyed by the rest of Warwickshire.

Priority 1: To provide a choice of housing to meet the needs of the residents of the Borough.

Priority 2: To work in partnership to improve health and reduce health inequalities for residents in the Borough.

Aim 4: To provide quality services which represent value for money.

Priority 1: To continue to improve the performance and quality of key services.

Priority 2: To improve access arrangements for all Council services and the way that those who use them are treated.

North Warwickshire Borough Council Corporate Objectives

The vision and priorities of North Warwickshire Borough Council assisted by this business case are as follows:

Vision

“North Warwickshire, a place where people want to live, work, invest and visit. A Council that, despite tough times, maintains its front line services and works to improve the health and well-being and economic environment of its communities.”

Priority Health and Wellbeing

Helping to tackle health inequalities by working with the County Council and the NHS locally and by encouraging, where financially viable, leisure opportunities in local communities.

Priority Housing:

Listening to and working with our tenants to maintain and improve our housing stock and providing affordable housing in the right places.

Target: To publish a revised Private Sector Housing Policy by June 2012 that includes how the Council will act to assist residents to access funding to improve their homes.

Target: To work in partnership with other organisations to implement changes proposed from review of Home Improvement Agencies and Adaptations Services during 2012.

Rugby Borough Council Corporate Objectives

People

Outcome: Improved health and wellbeing for all age groups and communities.

Priority 2: Facilitate the provision and upkeep of good quality housing to meet local needs and to cater for the growth of Rugby.

Priority 3: Provide leisure facilities and support independent and healthy living.

Council

Outcome: Delivery of high-quality services built around the real demands of our customers.

Priority 2 Improve service delivery via customer-focused reviews and the development of our staff.

Priority 3 Engage in partnerships to meet local needs, reduce costs and increase efficiency.

Warwick District Council Corporate Objectives

Warwick District, a great place to live, work and visit, where we aspire to build sustainable, safer, stronger and healthier communities.

Strategic Aims

Everyone's housing needs are met

Everyone is able to enjoy a healthy lifestyle and sense of well being

The gap between affluent and poor people has been significantly reduced

Our older and vulnerable citizens are valued and live fulfilling and independent lives.

Stratford on Avon Council Corporate Objectives

Aim 3 – Improving Access to Services

Outcome: An increase in the number of vulnerable residents who are supported to live independently in their own homes

Priority 1: We will work with public and voluntary sector partners to provide accessible and affordable community transport to improve access to services and help maintain independent living.

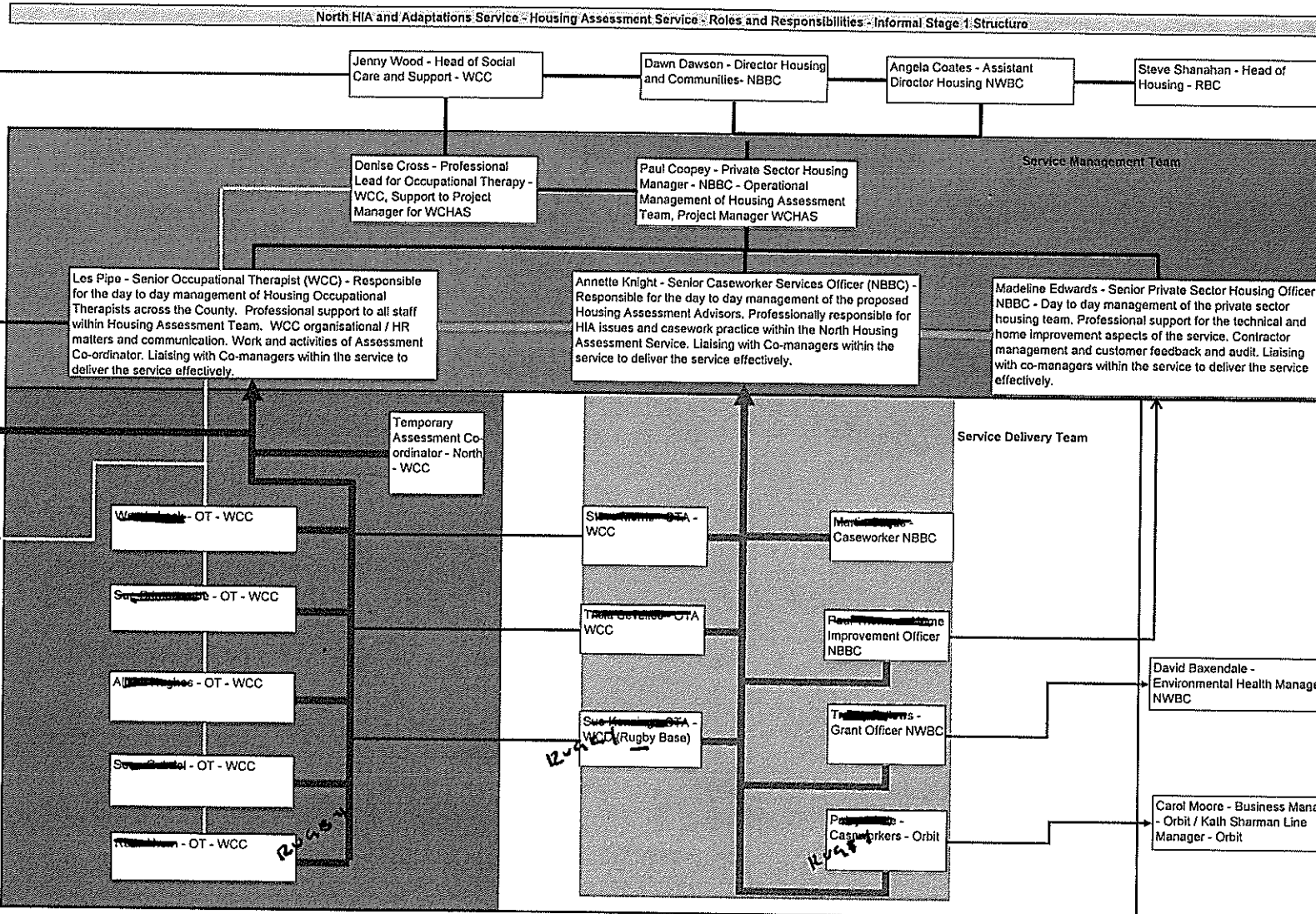
Document authored by:

Paul Coopey

Private Sector Housing Manager
Nuneaton and Bedworth Borough Council

Denise Cross

Professional Lead for Occupational Therapy
Warwickshire County Council



Job Description

For Non-Streamlined Positions

This form is used to provide a complete description of the specific job (or role) and defines the skills, knowledge and abilities required to undertake the specific and generic role profile.

Section A: Specific Role Profile

The specific role profile provides key information relating to the salary and working conditions e.g. location of a job, along with the current focus of the job role and a brief description of the main duties.

Role Details

Job Title:	Housing Assessment Officer	JEID	TBC
Salary Grade:			
Team:	Housing Environment Assessment and Response Team		
Service Area:	Countywide		
Primary Location:	TBC		
Political Restriction	This is not a politically restricted post		
Day to Day Reports to:	Housing Assessment Team Leader		
Occupational Therapy Standards Responsible to:	Occupational Therapy Team Leader		
Human Resources Line Manager	As per organisational arrangements: _____		

Purpose of the Service

To assist customers, carers and relatives to make informed decisions about their housing needs and conditions. The service provides assessment, advice and information and specialist assistance to deliver appropriate housing solutions to enable people to remain in their chosen home environment and achieve better health and wellbeing outcomes and contribute to stronger communities.

Role Purpose

1. To operate a customer access facility which provides an assessment of personal and housing needs to enable the delivery of advice, information and liaising and signposting to relevant delivery services.
2. To complete a comprehensive assessment and deliver a range of housing solutions to meet the needs of the customer and / or carer. The solutions include re-housing, home improvements, adaptations, assistive technology and equipment and financial inclusion.
3. Support the customer through the processes by providing specialist assistance as required.

4. To identify and reduce potential risks within the home environment to reduce accidents and to protect health and wellbeing.
5. To work under the supervision of senior staff, relevant legislation, and organisational policies and procedures.

Role Responsibilities

1. To operate a customer access facility which provides a first response to assess the client's needs in order provide the advice and assistance necessary for customers to pursue their chosen housing options and where appropriate help maintain their independence in their chosen home for the foreseeable future or to improve or protect the property.
2. To enable the delivery of advice, information, liaising and signposting to relevant delivery services through having a detailed knowledge of the range of services available to older people, and people with disabilities.
3. To apply appropriate eligibility criteria e.g. Fair Access to Care, Integrated Community Equipment Service, Disabled Facilities Grant, Direct Payments through a sound working knowledge, and in line with relevant legislation, policy and guidance without detriment to customers accessing other services not reliant on eligibility criteria whether provided internally or externally.
4. To undertake specialist assessments e.g. activities of daily living, home conditions, financial, moving and handling by telephone and in person for customers with non-complex needs.
5. To manage a caseload of customers with non-complex needs.
6. To identify and review the housing options open to the customer including alternative accommodation.
7. To use skills to interpret and analyse clinical, social and environmental factors and contribute under supervision to the best course of interventions and solutions.
8. To provide advice on legal entitlements, welfare benefits, financial matters and other support services which the client may need to enable them to remain in their home or move to alternative housing and refer to appropriate agencies as necessary.
9. To have a good range of verbal and non-verbal communication skills to engage effectively with customers and their carers to gain consent and active participation in finding appropriate solutions based on trust and negotiation within the legal framework and in compliance with the Mental Capacity Act.
10. To have a detailed knowledge of the relevant and current financial test of resources regulations or procedures with corresponding knowledge of benefits and entitlements and a knowledge of access to relevant financial assistance through the social care or housing policies of partner organisations.
11. Support the customer who are less able to act by themselves or with the assistance of family or carers, through the process of accessing financial assistance either provided by the Councils e.g. DFG, Home Improvement grants, direct payments or externally e.g. charities
12. Seek out clients within the target groups and identify opportunities whilst engaging with clients to offer advice and assistance with regards to threats to health, safety and wellbeing from their residential environment and day to day personal activities.
13. Decide and make recommendations on suitable adaptations and identified repair work to property.

Make referrals to and manage the case through the appropriate delivery routes.

14. To negotiate with customer / carer to identify and formulate customer centred, specific, measurable, achievable, realistic and timely (SMART) goals using the specialist assessment information and to complete designated outcome measures, with supervision.
15. To identify, demonstrate and authorise the equipment, minor adaptations and assistive technology and expenditure through the WCC Integrated Community Equipment service.
16. Carry out surveys of client's homes to identify hazards and risks and provide an effective response through, advice, arranging contractors or other appropriate services. To promote and operate any scheme the Councils are participating in at any particular time and complete the appropriate paperwork and record keeping for example energy efficiency.
17. To promote and engage in health promotion falls prevention and wellbeing programmes to ensure that every contact counts towards health improvement.
18. To be responsible for recording outcomes of interventions within the case management systems accurately and in a timely manner in line with organisational policy and procedures.
19. To follow Departmental administrative procedures and operational policies including equality and diversity and comply with data protection and information governance procedures.
20. Co-ordinate and liaise effectively with internal and external parties who may be providing technical, administrative or personal services to customers.
21. Actively and enthusiastically take part in quality and service improvement activities and projects. When directed complete designated tasks, activities and project work streams and engage with others both internally and externally as appropriate to complete the work in the agreed timescales.
22. Promote and publicise the work of the service through displays, presentations and talks.
23. To represent the Team at relevant meetings and seminars if requested by the Team Leader.
24. To participate in formal supervision to ensure safe and high quality practice.
25. To participate in continuing professional development to ensure that knowledge and skills are refreshed e.g. by training, reading, sharing and reflection.
26. To ensure that Health and Safety responsibilities, including the moving and handling of people, are carried out in accordance with the Councils and related Health and Safety policy.
27. Any other duties that the Council shall from time to time determine.

Section B: Person Specification

The person specification provides a list of essential and desirable criteria (skills and competencies) that a candidate should have in order to perform the job.

Each of the criteria listed below will be measured through; the application form (A), a test / exercise (T), an interview (I), a presentation (P) or documentation (D).

Essential Criteria

Assessed By:

Demonstrates a commitment to anti-discriminatory practices in employment, training and service delivery.	A I
Demonstrates experience of involvement with a range of people with a variety of needs relating to housing and disabilities.	A I
Demonstrates the ability to work as a member of a team.	A I
Demonstrates the ability to communicate effectively both verbally (in person and by telephone) and in writing.	A I
Demonstrates the ability to maintain quality and accurate records, including using computerised record systems.	A I
Good operational ability with information technology, able to use email, Office programmes, and tablet computers.	A I T
Good organisational skills and an ability to prioritise own work load.	A I
Demonstrates practical problem solving skills.	A I
Demonstrates the ability to follow instructions and procedures.	A I
Demonstrates a commitment to lifelong learning.	A I
Demonstrates the ability to travel throughout the county and have use of own vehicle.	A I
Holding an NVQ, or BTEC or equivalent relevant qualification or experience in health, social care or housing.	A
Demonstrates an understanding of the relevance of confidentiality.	A I
Able to deal with emotional demands caused by assisting vulnerable and disabled customers through reflective practice and effective use of supervision.	A I
Numerate and able to understand financial information regarding income, expenditure and quotations and VAT exclusions.	A I
Satisfactory completion on an enhanced check through the Criminal Records Bureau (this will be taken up if offered the post).	D

Desirable Criteria

Assessed By:

Experience as a carer and/or voluntary worker.	A I
Willingness to adapt to change	A
Willingness to work flexibly to meet service needs.	A
Knowledge of Telecare and Telehealth equipment.	A I

Section C: Working Conditions

The working conditions relate to those non-contractual elements of the job that may impact on the holder of the position, as well as those workplace-based responsibilities that are part of this job. These are not contractual but provide a guide to the working conditions and the potential hazards and risks that may be faced.

Health & Safety at Work

To take responsibility for your own health, safety and wellbeing, and undertake health and safety duties and responsibilities for your role as specified within Warwickshire County Councils Health and Safety Policy, and all other relevant health and safety policies, arrangements, procedures, systems of work as specified for the post/ role.

Potential Hazards & Risks

The potential significant hazard(s) and risk(s) for this job are identified below (those ticked). The purpose of recording this information on the job description is so that the health status of the potential and actual post-holders can be assessed with regard to the significant hazards and risks. These hazards and risks should be based on the appropriate activity, process and/or operation risk assessment whereby all of the significant risks are identified, recorded and appropriately controlled. The list below is therefore not an exhaustive list because it is the risk assessment that details all significant risks that could arise out of or in connection with the work activity, but any others will be identified in the 'other' section.

<input type="checkbox"/> Provision of personal care on a regular basis	<input type="checkbox"/> Driving HGV or LGV for work
<input checked="" type="checkbox"/> Regular manual handling (which includes assisting, manoeuvring, pushing and pulling) of people (including pupils) or objects	<input type="checkbox"/> Any other frequent driving or prolonged driving at work activities (e.g. long journeys driving own private vehicle or WCC vehicle for work purposes)
<input type="checkbox"/> Working at height/ using ladders on a regular/ repetitive basis	<input type="checkbox"/> Restricted postural change – prolonged sitting
<input checked="" type="checkbox"/> Lone working on a regular basis	<input type="checkbox"/> Restricted postural change – prolonged standing
<input type="checkbox"/> Night work	<input type="checkbox"/> Regular/repetitive bending/ squatting/ kneeling/crouching
<input type="checkbox"/> Rotating shift work	<input type="checkbox"/> Manual cleaning/ domestic duties
<input type="checkbox"/> Working on/ or near a road	<input type="checkbox"/> Regular work outdoors
<input checked="" type="checkbox"/> Significant use of computers (display screen equipment)	<input checked="" type="checkbox"/> Work with vulnerable children or vulnerable adults
<input type="checkbox"/> Undertaking repetitive tasks	<input type="checkbox"/> Working with challenging behaviours
<input type="checkbox"/> Continual telephone use (call centres)	<input type="checkbox"/> Regular work with skin irritants/ allergens
<input type="checkbox"/> Work requiring hearing protection (exposure to noise above action levels)	<input type="checkbox"/> Regular work with respiratory irritants/ allergens (exposure to dust, fumes, chemicals, fibres)
<input type="checkbox"/> Work requiring respirators or masks	<input type="checkbox"/> Work with vibrating tools/ machinery
<input type="checkbox"/> Work involving food handling	<input type="checkbox"/> Work with waste, refuse
<input type="checkbox"/> Potential exposure to blood or bodily fluids	<input checked="" type="checkbox"/> Face-to-face contact with members of the public
<input type="checkbox"/> Other (please specify):	