

TO: HOUSING AND TECHNICAL SERVICES COMMITTEE		SUBJECT: STAFFING REVIEW: PHASE II TENANCY SERVICES AND SUPPORTED ACCOMMODATION DIVISION
FROM: DIRECTOR OF HOUSING AND PROPERTY SERVICES		
DATE: 23 January, 2003	REF: JFG/MS	

1. PURPOSE

- 1.1 This report seeks Committee approval to implement Phase II of the staffing review in respect of the Tenancy Services and Supported Accommodation Division. The aim is to meet the demands of the new Housing (Scotland) Act 2001, particularly in the provision of homeless accommodation and housing support, to improve homeless services currently available, to raise standards as required by the Single Regulatory Framework and to be open to inspection and regulation by Communities Scotland. It is brought forward at this time to ensure the Council maximises income available via Transitional Housing Benefit before the end of March 2003 to enable funding to be made available from the Supporting People Initiative.
- 1.2 The recommendations are consistent with the developing homeless strategy and the drive to improve services, including:-
- Prevention of Homelessness
 - Repeat Homelessness
 - Sustainability
 - Tenancy Support

and also takes account of the outcome agreement, entered into with the Scottish Executive, as the basis for continued funding from Rough Sleepers Initiative Grant, and take account of the outstanding need to mainline services currently provided to Rough Sleepers and extend access to services, particularly for young, single homeless.

The revised structure will also free up resources within the Area Housing Office Teams to the benefit of general estate management functions.

2. BACKGROUND

- 2.1 The special meeting of the Housing and Technical Services Committee on the 23rd September 2002, deferred review of the Anti Social Task Force, the Rough Sleepers Initiative, the Supported Accommodation Section and the Administration Section within the Division.
- 2.2 Reference is also made to a report approved by Committee in October, which focused on the need for Support Services and the Supporting People Initiative. (Appendix 1 to this report reproduces the content of Statutory Instrument 444 of 2002, which defines eligible services).
- 2.3 Appendix 2 summarises the principal functions and activities of the Tenancy Services and Supported Accommodation Division. Currently there are 319 homeless and other vulnerable households in accommodation managed by the Division.

The requirements of the new legislation such as the need to accommodate and support all clients and the need, under the National Care Standards to avoid households sharing accommodation, will require the Council to expand its stock of temporary accommodation. The 319 places are held within 267 properties throughout the area. Some are grouped within units at Airth Court, Walkerburn Drive, Manse Avenue, Thrashbush Quadrant and Old School Court, the remaining 150 are individual properties dispersed throughout North Lanarkshire.

3. SUPPORTED ACCOMMODATION SECTION

3.1 Preferred Structure

The recommendation is to amalgamate the Support Teams to form six support teams. These teams will each be assigned a geographical area aligned to the six new Housing Area Offices, and the three Social Work Divisions. They will undertake to provide a comprehensive support service to all clients identified to the October Committee including homeless clients in temporary accommodation, clients in need of resettlement support and Gypsy Travellers. (Appendix 3 illustrates the current structure and Appendix 4 illustrates the proposed new structure)

3.2 Supported Accommodation Manager (PO5)

Committee established the post of Supported Accommodation Manager in September 2002. It is proposed that funding for this post be met from Supporting People.

3.3 Tenancy Support Co-ordinators (APV/PO1)

In October 2002, Committee authorised the setting up of two Support Teams each led by a Co-ordinator. This report seeks to create 4 additional posts. Whilst their geographic area will be reduced, it is intended to expand their role to include taking responsibility for providing the temporary accommodation required by the Homeless Legislation. This will entail managing the Supported Accommodation Units and the Dispersed Properties. A key responsibility will be to inform the development of the Homeless Strategy, particularly on Accommodation and Support Needs. The strategy is already considering future needs, particularly in areas where there is a shortfall of accommodation.

The staff costs for these posts are to be funded from Supporting People.

3.4 More specifically, the Tenancy Support Co-ordinators will:

- have responsibility to develop policies for Assessment and Housing Support Services, assist in developing effective protocols between council departments and with other housing providers and agencies, which aim to promote and encourage joint working, and prevent homelessness.
- Develop a system for reviewing quality aspects of the Departments and Partners Housing Support Services including methods of consulting with and collating the views of service users.
- Commission support services from external providers where appropriate based on assessed needs of the client and in accordance with the Supporting People framework.
- Prepare any reports deemed necessary by the Assistant Accommodation Manager and ensure that a suitable Management Information System is in place, which takes account of the Activity Standards contained in the Single Regulatory Framework and prepare and deliver briefings and presentations to relevant groups and individuals including Senior Management, Elected Members, staff and tenants groups.

3.5 Assessment Case Managers (AP4)

The existing establishment of six officers will be assigned, one to each team. These Officers are being financed via Supporting People Grant, (THB).

3.6 Supported Accommodation Supervisor (AP3/4)

To assist the Tenancy Support Co-ordinators manage staff and maintain the temporary accommodation properties; six new posts of Supported Accommodation Supervisor are proposed. Their duties would be to deploy staff and monitor their performance, ensure a good state of repair by controlling the repairs budgets, and to manage the rolling programme of furniture and fittings renewal and the redecoration programme. A principal goal will be to maximise occupancy levels by reducing void periods and to ensure an adequate supply of appropriate temporary accommodation is available to meet changing demand. Funding for these posts will be met partly from HRA [66%] and Supporting People Grant [34%].

3.7 Tenancy Support Workers (AP2/3 + 7.5% irregular hours)

It is expected that the 15 (13.5 FTE) existing Support Workers (AP2 + 12½% shift) will form part of the new team proposed and therefore the overall increase in Tenancy Support Workers to the existing establishment is 4.5. When added to the 24 Tenancy Support Workers introduced by recommendations made in my report to October committee, this gives a total resource of 42. Taking cognisance of the expanded remit and increased number of homeless applications it is estimated that there are 1500 clients in need of this support service. Experience from the Resettlement Team suggests that it is reasonable for each Officer to carry a caseload of approximately 35 clients.

3.8 Staff will only be recruited to match resources being made available through Transitional Housing Benefit, and in future Supporting People Grant, thereby avoiding any impact on current or future budgets.

3.9 Seven Tenancy Support Workers would be assigned to each team. Payment of the irregular hours allowance will enable the service to be delivered over an extended day.

3.10 Senior Clerical Assistant (GS3)

The current establishment of four Senior Clerks should be increased to six. A key role for these Clerks is to assist in maintaining client records to enable claims for Supporting People Grants to be made timeously. The costs of these Officers are recoverable from Supporting People.

3.11 Supported Accommodation Caretaker (MG3 + shift)

The existing establishment of 14 (12.5 FTE) Caretakers should be increased to 30 to create five teams of six deployed on a rotating shift basis. Currently, a Security Contractor is used to provide a limited service overnight at the Supported Accommodation Units, and at Manse Avenue, where it is the only 24hr presence. The new Caretaker posts will provide a cleaning and handyperson service and security to the Supported Accommodation Units and will provide some basic elements of housing support. Their shift pattern would be organised to provide two Caretakers on duty at vulnerable times, for example late evenings. Staff costs are met from rental income, potential savings in security costs and from Supporting People Grant.

3.12 Having a pool of in-house staff will improve quality of service and create a resource which will staff a 24 hour reception base for the Standby Service, which could also monitor remote cameras including those for example on a Gypsy Traveller site.

3.13 Mobile Caretaker (MG3)

The existing establishment of one Mobile Caretaker should be expanded to three to provide cleaning and handyperson service to the units and dispersed stock. Currently 150 dispersed properties are in use and it is within the dispersed stock that expansion will be required.

Implementation of this recommendation will require two additional small vans to be provided. The costs of staff, vehicles and materials are recoverable from Supported Accommodation rental income.

3.14 Supported Accommodation Officer (AP3/4)

It is proposed to delete the five Supported Accommodation Officer posts. Existing staff will be redeployed in accordance with Council Policy.

3.15 Support Worker (AP2+12.5% Shift)

It is proposed to delete the 15 (13.5FTE) Support Worker posts. Existing staff will be redeployed in accordance with Council Policy.

3.16 Gypsy Travellers Liaison Officer (AP3/4)

It is proposed to delete the post of Gypsy Travellers Liaison Officer. The tasks associated with this post will be undertaken by the support teams. The post holder will be redeployed in accordance with Council Policy.

3.17 Cleaners (part time) (MG1)

It is proposed to delete the four part time Cleaners posts and transfer responsibilities to the Caretaker team. Staff will be redeployed in accordance with Council Policy.

3.18 Rough Sleepers Initiative

It is considered strategically vital to mainline the work of the Outreach/Resettlement Team and the Youth Project, which currently form the Rough Sleepers Initiative. The aim would in fact be to increase resources for Rough Sleepers by including these clients within the comprehensive support service delivery. This will be funded from Supporting People.

3.19 The Council has committed to an outcome agreement with the Scottish Executive, which will continue to attract grant provided the objectives set out in the agreement are met. It is believed that by bringing services to Rough Sleepers within the mainline service, the Council can achieve this more effectively.

3.20 All post holders are retained on a temporary contract until March 2003. It is proposed to extend these contracts for a further 3 months to ease transition and thereafter these posts will be deleted from the establishment.

4. ADMINISTRATION SECTION

4.1 The Central Administration Section has an Administration Assistant (AP1/2), and a Clerk (GS1/2). There are two Clerks (GS1/2) currently assigned to the Support Teams. It is proposed to bring these staff together to reform as the Central Administration section. It is vital that such a resource is available to assist in processing invoices and budget monitoring, the compilation of performance information including the Statutory Indicators and Homeless Statistics, and to provide support to the team of Tenancy Services Officers which was expanded by Committee in September 2002. A Senior Clerk (GS3) is deployed to the Tenancy Operations Manager, this arrangement will continue.

5. ANTI SOCIAL TASK FORCE

5.1 The first annual report from the Task Force confirmed the increasing demand for this service. In 2000-2001 1096 cases were dealt with, this increased to 1449 in 2001-2002. It is recommended that the section be expanded to cope with this increased demand. Currently there are two teams comprising of a Senior Investigator (AP4) and two Investigators (AP2). It is proposed to expand each team by two Investigators, that is four new (AP2) posts. Whilst I

would confirm that there is no intention to charge customers for the use of this service, the expansion will create a further opportunity to attract income from services provided to RSL's, under existing Service Level Agreements.

- 5.2 The first year also highlighted the pressure created on Legal Services by work generated by the Task Force. It is proposed to assist the existing Solicitor by appointing a new post of Para-Legal at AP1 based within Legal Services.
- 5.3 Committee is asked to note that an additional team has already been appointed on a temporary basis financed by the Better Neighbourhood Services Fund. This team is deployed specifically to the areas covered by the Initiative.

6. FINANCIAL CONSIDERATIONS

- 6.1 Summary detail of the proposals in respect of establishment alterations and associated financial implications are set forth in Appendix 5 to this report. Staffing costs include employer contributions.
- 6.2 It should be noted that the proposals, if adopted, will have the undernoted effects:

	Current	Proposed	Change
Housing Revenue Account			
Anti Social Task Force	£ 174,644	£ 291,228	£ 116,584 Additional Expenditure
Supported Accommodation	£ 410,427	£ 293,843	-£ 116,584 Reduction in Expenditure
Net effect nil.			
Non-HRA			
Supporting People	£1,588,784	£1,976,219	£387,435 *Additional Expenditure

*This proposed additional expenditure will be funded through Transitional Housing Benefit in 2002/2003 and by Supporting People Grant from 2003 onwards.

- 6.3 The resource implications of these proposals as set out in the report and summarised in the table shown as paragraph 6.2 above are to be funded from Transitional Housing Benefit and Supporting People Grant and are not anticipated to impact on current or future budget provision in other areas. It is acknowledged that manpower resources will require to be managed to reflect the funding available.
- 6.4 There will be a requirement in the current year to increase the eligible support element of homeless rents recoverable through THB, to ensure adequate grant funding through Supporting People from 1 April 2003.
- 6.5 The Division attracts income from the enhanced rents charged for Supported Accommodation. The costs of maintaining the Supported Accommodation stock are taken from this income.

7. CORPORATE CONSIDERATIONS

- 7.1 Consultation has taken place with the Chief Executive, Director of Social Work, Director of Finance, Head of Legal Services, Head of Personnel Services and the Trade Unions.

8. IMPLEMENTATION

- 8.1 In line with the principles, which applied during the reorganisation of Local Government in 1995/96, appointments to posts in the new structure will be by direct matching, restricted selection or advertising of posts as appropriate.
- 8.2 Every effort will be made to accommodate all employees within the new structure with the terms of the Council's redeployment policy applying as appropriate.
- 8.3 It is acknowledged that the Council is currently engaged in a job evaluation exercise using the nationally approved job evaluation system. All posts included in this review will be subject to this process and the ultimate grading of the posts will be determined by the job evaluation exercise.

9. CONCLUSION

- 9.1 The proposals put forward provide the best resource allocation enabling a devolved structure, capable of delivering a comprehensive service dealing with mainstream homelessness, the developing support service and sensitive issues such as high risk offenders.
- 9.2 Consideration of the need to implement structural changes is urgent if the Council is to derive maximum benefit from the Supporting People Initiative.

10. RECOMMENDATIONS

- 10.1 Committee is asked to:-
- a) Approve the staffing review as outlined in this report, and,
 - b) Remit the matter to the Policy and Resources (Personnel) Sub-Committee

11. BACKGROUND PAPERS

- 11.1 Available from within the Housing and Property Services Department.



Thomas McKenzie
Director of Housing and Property Services

SCOTTISH STATUTORY INSTRUMENTS

2002 No. 444

HOUSING

**The Housing (Scotland) Act 2001 (Housing Support Services)
Regulations 2002**

Made 26th September 2002

*Laid before the Scottish
Parliament* 27th September 2002

Coming into force 31st October 2002

The Scottish Ministers, in exercise of the powers conferred by sections 91(8), 91(9) and 109(2) of the Housing (Scotland) Act 2001[1] and of all other powers enabling them in that behalf, and after consultation with such bodies representing local authorities and such other persons as they think fit in accordance with section 91(7) of that Act, hereby make the following Regulations:

Citation and commencement

1. These Regulations may be cited as the Housing (Scotland) Act 2001 (Housing Support Services) Regulations 2002 and shall come into force on 31st October 2002.

Interpretation

2. In these Regulations-

"the Act" means the Housing (Scotland) Act 2001;

"care home service", "personal care" and "personal support" have the same meanings as in the Regulation of Care (Scotland) Act 2001[2];
and

"service user" means a person to whom housing support services are provided.

Services eligible for grant payment

3. The housing support services described in the Schedule to these Regulations are hereby prescribed for the purposes of section 91(8) of the Act.

Excepted Accommodation

4. The following types of accommodation are hereby specified as excepted accommodation for the purposes of section 91(9) of the Act:-

(a) accommodation provided as part of a care home service other than accommodation-

i) for which a grant is paid by the Scottish Ministers under section 2(2) of the Housing (Scotland) Act 1988[3] during the financial year ending with 31 March 2003; or

ii) occupied by a person who as at 31 March 2003 is in receipt of housing benefit payable under Schedule 1B of the Housing Benefit (General) Regulations 1987[4]; and

(b) residential accommodation for which a grant is paid under section 27B of the Social Work (Scotland) Act 1968[5].

MARGARET CURRAN

A member of the Scottish Executive

St Andrew's House Edinburgh
26th September 2002

SCHEDULE

Regulation 3

Prescribed Housing Support Services

1. General counselling and support including befriending, advising on food preparation, reminding and non-specialist counselling where this does not overlap with similar services provided as personal care or personal support.
2. Assisting with the security of the dwelling required because of the needs of the service user.
3. Assisting with the maintenance of the safety of the dwelling.
4. Advising and supervising service users on the use of domestic equipment and appliances.
5. Assisting with arranging minor repairs to and servicing of a service user's own domestic equipment and appliances.
6. Providing life skills training in maintaining the dwelling and curtilage in appropriate condition.
7. Assisting the service user to engage with individuals, professionals and other bodies with an interest in the welfare of the service user.
8. Arranging adaptations to enable the service user to cope with disability.
9. Advising or assisting the service user with personal budgeting and debt counselling.
10. Advising or assisting the service user in dealing with relationships and disputes with neighbours.
11. Advising or assisting the service user in dealing with benefit claims and other official correspondence relevant to sustaining occupancy of the dwelling.
12. Advising or assisting with resettlement of the service user.
13. Advising or assisting the service user to enable him or her to move on to accommodation where less intense support is required.
14. Assisting with shopping and errands where this does not overlap with similar services provided as personal care or personal support.

15. Providing and maintaining emergency alarm and call systems in accommodation designed or adapted for and occupied by elderly, sick or disabled people.
16. Responding to emergency alarm calls, where such calls relate to any of the housing support services prescribed in other paragraphs of this Schedule, in accommodation designed or adapted for and occupied by elderly, sick or disabled people.
17. Controlling access to individual service users' rooms.
18. Cleaning of service users' own rooms and windows.
19. Providing for the costs of resettlement services.
20. Encouraging social intercourse and welfare checks for residents of accommodation supported by either a resident warden or a non-resident warden with a system for calling that warden where this does not overlap with similar services provided as personal care or personal support.
21. Arranging social events for residents of accommodation supported by either a resident warden or a non-resident warden with a system for calling that warden.

EXPLANATORY NOTE

(This note is not part of the Regulations)

These Regulations prescribe the types of support, assistance, advice or counselling services that may be provided by local authorities using grants paid by the Scottish Ministers. The purpose of the support is to assist individuals with particular needs to occupy or continue to occupy, as that person's sole or main residence, accommodation other than-

(a) residential accommodation provided as part of a care home service; or

(b) accommodation provided under section 27B of the Social Work (Scotland) Act 1968 for offenders and persons under supervision.

Tenancy Services and Supported Accommodation Division

Main Activities & Responsibilities

Supported Accommodation Unit

- Provision of Accommodation and Support for Homeless People and Families
- Liaison with Women's Aid and other voluntary sector partners to provide services
- Provision of Standby Service outwith normal working hours to deal with homeless presentations
- Provision of accommodation and support for "Rough Sleepers"
- Management of the Rough Sleepers Initiative
- Providing accommodation for Asylum Seekers, in conjunction with Social Work Department
- Taking Lead Role in providing Emergency Rest Centre management in situations requiring response for Civil Emergencies
- Provide corporate staff training for Civil Emergencies
- Provide appropriate accommodation and support for high risk offenders and their victims
- Provide appropriate accommodation and support for victims of violence, harassment, etc.,
- Provide appropriate accommodation and support for acute hospital discharge clients
- Provide and manage sites for Gypsy/Travellers

Tenancy Services Unit

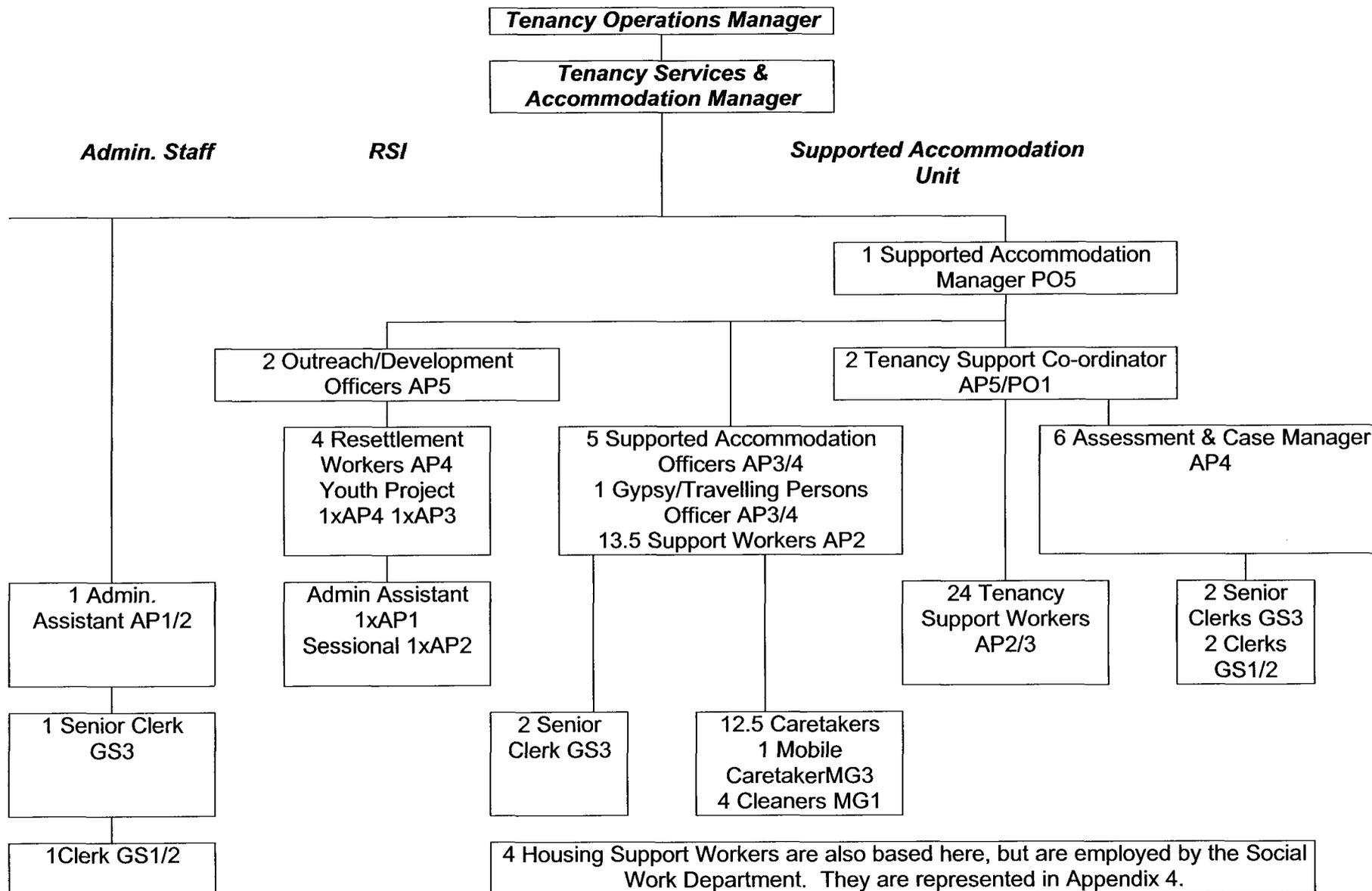
- Liaise with Social Work Department to provide services to
 - Elderly persons in respect of
 - Warden Service to Sheltered Housing Developments
 - Community Alarm Service
 - Disabled in respect of Adaptations
- Operational policy, service development and provision of training for local housing services, particularly in the areas of
 - Allocations
 - Homelessness
 - Estate Management
- Development of I.T. solutions to assist in implementation of housing services procedures
- Development of Common Housing Register in conjunction with partner agencies
- Monitor operation of Nomination Arrangements with RSLs
- Oversee operation of HOMES and Homeswap Schemes
- Consultation with service users and community groups regarding services provided
- Implementation of new Scottish Secure Tenancies and Short Scottish Secure Tenancies
- Monitor and review protocols with other departments and agencies for dealing with
 - Homelessness
 - Rent arrears recovery
 - Estate management
 - Civil emergencies
 - High risk offenders
 - Child Protection Issues
- Provision of statistical returns to Scottish Executive, Communities Scotland in relation to services provided

Anti-Social Task Force

- Manage referrals from all housing sectors relating to
- Anti-social behaviour
- Racial harassment
- Promote and pursue Anti-Social Behaviour Orders
- Promote Good Neighbour Agreement
- Promote Acceptable Behaviour Agreement
- Unacceptable Behaviour Notices
- Provide out-of hours service
- Professional witness service
- Provide and manage mediation service
- Liaise with partnership organisations to assist tackling anti-social behaviour outwith Council sector
- Provide educational support to schools to raise awareness of effects of anti-social behaviour

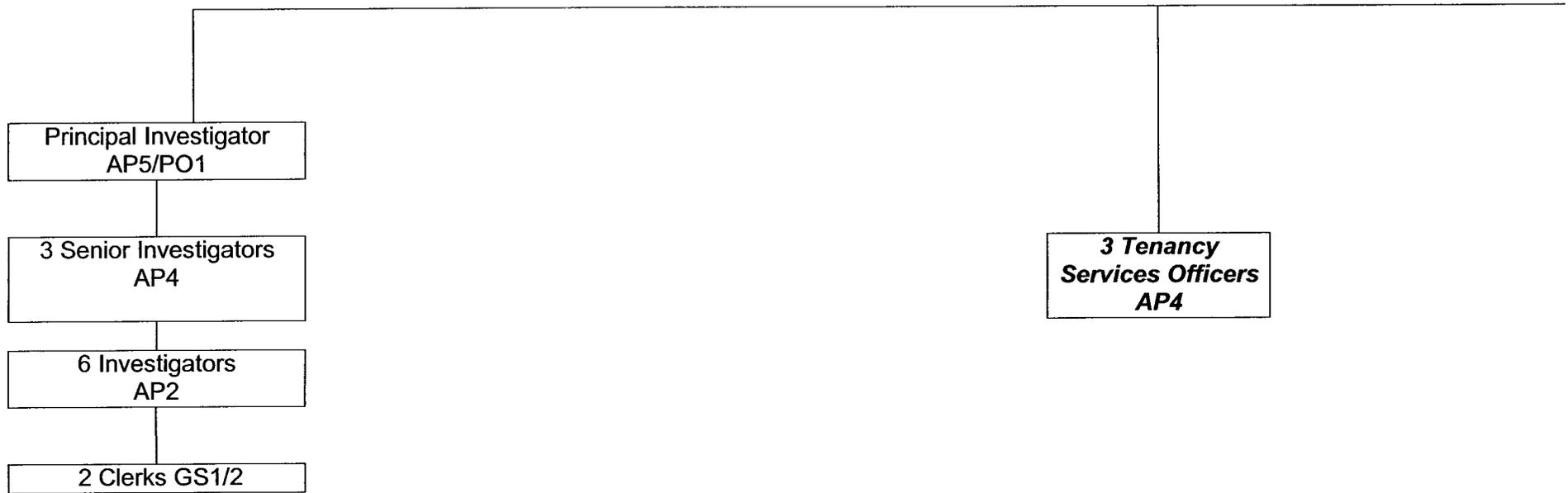
General Administration

- Participate in the management of the undernoted projects:
- Access
- Connections
- Healthy Living
- Contribute to corporate working groups developing strategies and procedures for
- Homelessness
- Equipment and Adaptations for Disabled
- Domestic abuse
- Child Protection
- Single Shared Assessment
- Mentally Disordered Offenders
- High Risk Offenders
- Gypsy Travellers
- Asylum Seekers

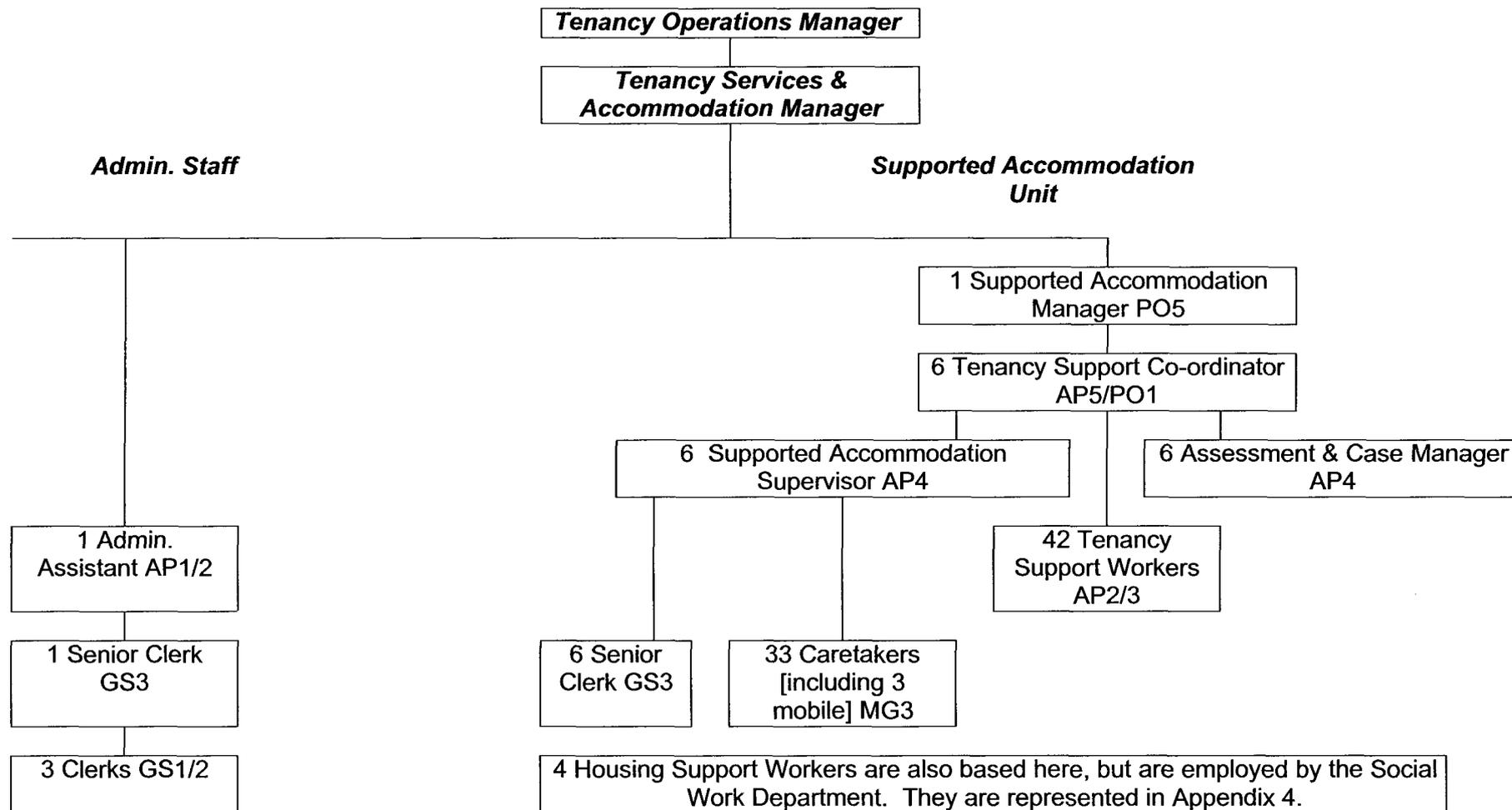


Anti-Social Task Force

Tenancy Services Unit

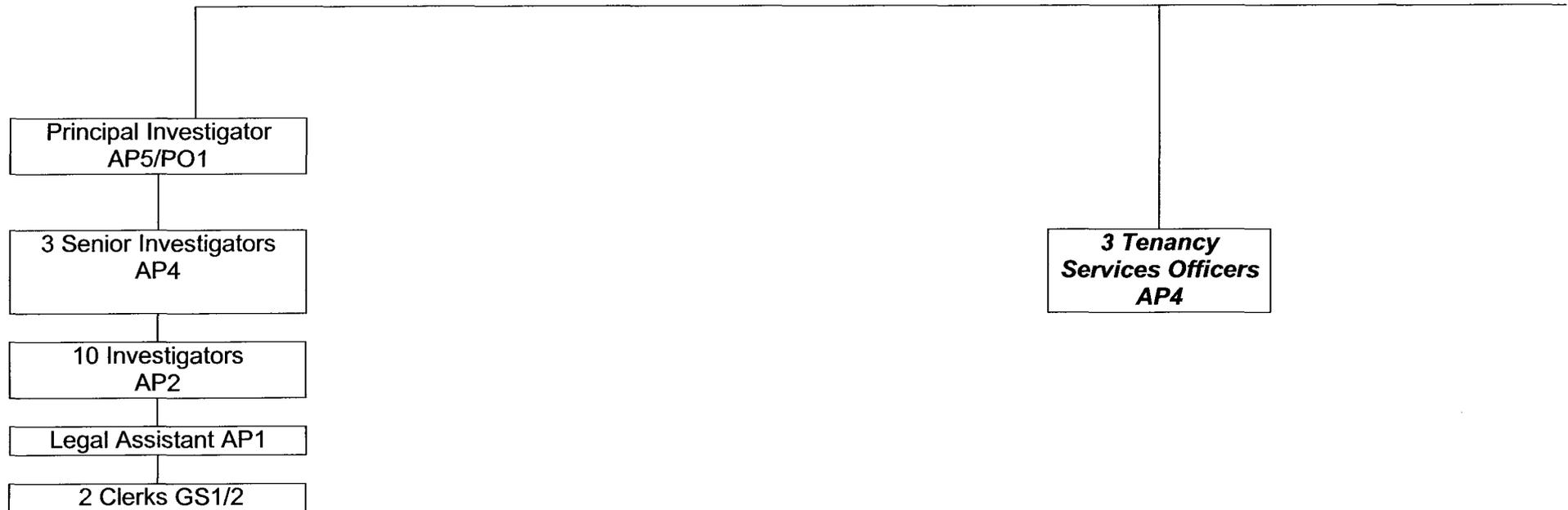


* Posts shown in ***Bold Italic*** are unaffected by these proposals and are not included in figures quoted in Appendix 4.



Anti-Social Task Force

Tenancy Services Unit



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Appendix 5a

	N°	Grade	HRA Salary	SP Salary	N°	Grade	HRA Salary	SP Salary Core Support	SP Salary Floating Support
Supported Accommodation Manager	1	PO5	34,685		1	PO5 Transfer to Non-HRA		34,685	
Tenancy Support Co-ordinator	2	AP5/PO1	General Fund	62,342	6	General Fund		124,685	62,342
Assessment Case Managers	6	AP4		150,458	6	AP4		100,306	50,153
Tenancy Support Workers	24	AP2/3 +7.5%		566,444	42	AP2/3 +7.5%		424,833	566,444
Senior Clerk	4	GS3	32,794	32,794	6	GS3		65,587	32,794
Clerk	2	GS1/2		30,958		Transfer			
Supported Accommodation Supervisor					6	AP3/4	100,306	50,153	
Caretaker	12.5	MG3 (Shift Allowance)	174,175			Deleted			
Supported Accommodation Caretaker					30	MG3 (Shift Allowance)	104,506	313,514	
Supported Accommodation Officers	5	AP3/4		125,382		Deleted			
Gypsy Travellers Liaison Officer £20,897 (non HRA)	1	AP3/4				Deleted			
Support Workers	13.5	AP2 + Shift		277,541		Deleted			
Cleaners (Part Time)	4	MG1	28,936			Deleted			
Mobile Caretaker	1	MG3	12,385		3	MG3	37,157		
(Housing Support Workers funded from Social Work Budget)	4	AP4		100,306	4	AP4			100,306
Administration Assistant	1	AP1/2	19,460		1	AP1/2			19,460
Clerk	1	GS1/2	15,479		3	GS1/2	15,479		30,958
Senior Clerk	1	GS3	16,397		1	GS3	16,397		
Outreach/Development Officer RSI	2	AP5		56,302		Deleted			
Resettlement Officers RSI	4	AP4		100,306		Deleted			
Administration Assistant RSI	1	AP1/2		19,460		Deleted			
Youth Project Worker RSI	1	AP4		25,076		Deleted			
Youth Project Assistant	1	AP3		21,955		Deleted			
Youth Sessional Worker	1	AP2		19,460		Deleted			
Sub Total (Employee Costs)	93		334,310	1,588,784	109		273,844	1,113,763	862,456
Ancillary Costs (Supplies & Services)			76,117				20,000		
Total			410,427	1,588,784			293,844	1,113,763	862,456

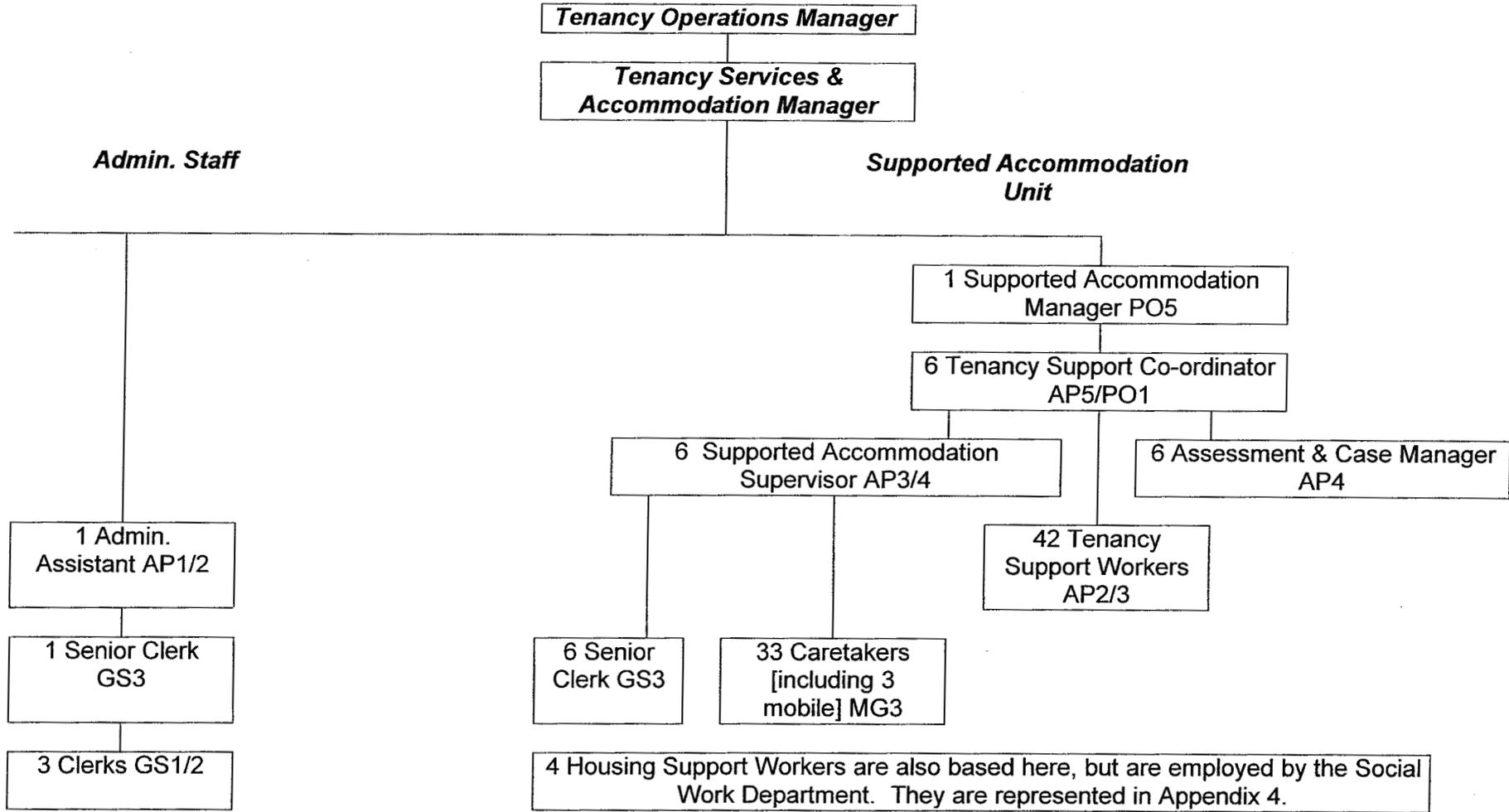
Where costs are shown under more than one column, this illustrates that funding is from more than one source. For example, from Supported Accommodation rents and from Supporting People

Anti-Social Task Force

Appendix 5b

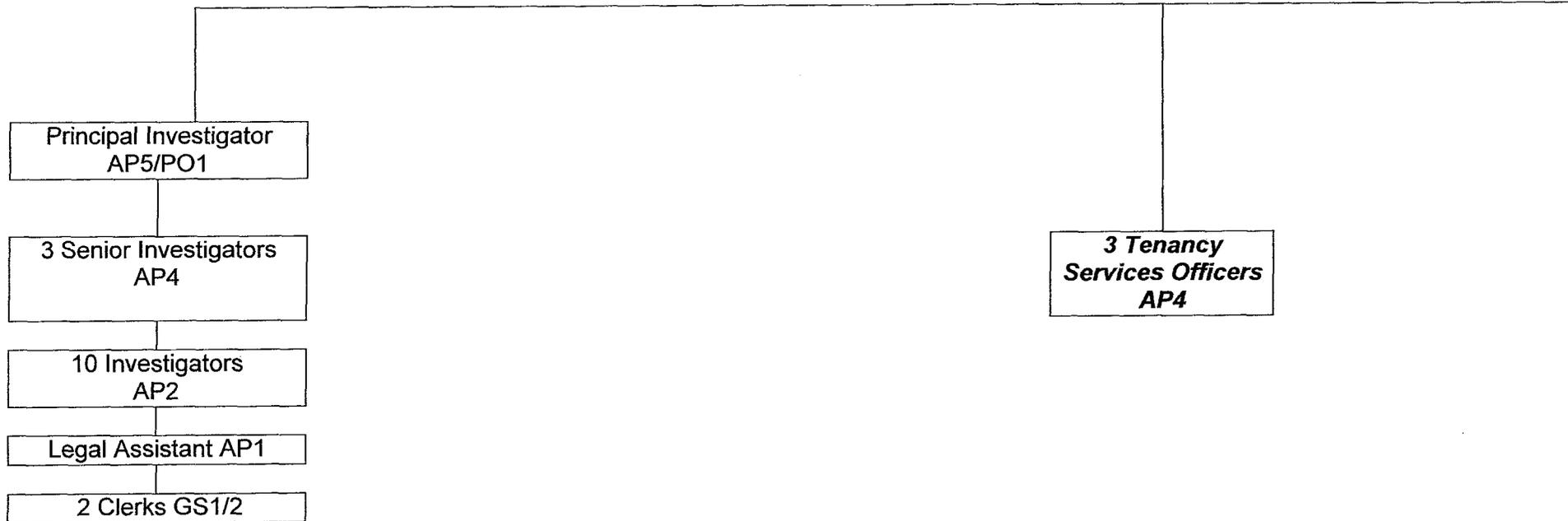
Post	Current				Proposed			
	N°	Grade	HRA Salary	General Fund Salary	N°	Grade	HRA Salary	General Fund Salary
Principal Investigator	1	AP5/PO1	31,171	0	1	AP5/PO1	31,171	0
Senior Investigator	2	AP4	50,153	0	2	AP4	50,153	0
Legal Assistant			0	0	1	AP1	17,928	0
Investigator	4	AP2	77,842	0	8	AP2	155,683	0
Clerk	1	GS1/2	15,479	0	1	GS1/2	15,479	0
(Senior Investigator BNSF)	1	AP4	0	25,076	1	AP4	0	25,076
(Investigator BNSF)	2	AP2	0	38,921	2	AP2	0	38,921
(Clerk - BNSF)	1	GS1/2	0	15,467	1	GS1/2	0	15,467
	12		174,644	79,464	17		270,414	79,464
Additional running costs							20,814	
			174,644	79,464			291,228	79,464

Posts shown under General Fund Salary columns are Temporary Posts funded via the Better Neighbourhood Services Fund



Anti-Social Task Force

Tenancy Services Unit



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