

Appendix 9 – Analysis of the Service offer

Consideration is given to the current sheltered housing service model and what would be required to achieve a more consistent and efficient service.

Current service offer

Each scheme has its own sheltered housing officer (SHO) who works full time at the scheme and covers other schemes for sickness, holidays and training as required.

The SHO offers:

- Help in setting up and maintaining the home e.g. advice on security, service providers and health & safety
- Understanding the tenancy agreement – paying rent, repairs, good neighbour behaviour, tenant involvement etc.
- Managing finances – accessing benefits, money management
- Support with well-being – monitoring of health, personal safety, accessing services including assistance with personal care
- Social support – e.g. advice and information on the schemes' social activities, accessing external activities, making decisions
- Other support – emergency assistance, advocacy, making a complaint

A recent informal exercise with sheltered housing officers required them to write down their daily working activities for three days of a specific week.

The exercise clearly identified the inconsistencies of work load between officers and showed that many officers were spending much of their time in social activities with the tenants e.g. taking a group of tenants to the pub for lunch, playing bingo and cooking lunches. The inconsistencies were particularly noticeable between officers managing larger and smaller schemes.

The exercise also highlighted the capacity for SHOs to carry out many more functions.

Officers managing the largest schemes (70 to 90 tenants) still identified gaps in time when they were not engaging in administrative, support or signposting activities.

Their hours can be broken down into the following:

Daily activities: approximately 3 - 4 hours per day (60 to 80 hours per month)

- Daily call to each tenant via intercom or face to face
- Assisting tenants to deal with emergency repairs i.e. reporting via contact centre
- Health & safety checks – a daily walk around scheme carrying out a visual check
- Administrative tasks – checking emails, general admin etc.

Weekly activities: approximately 4 - 5 hours per week (16 to 20 hours per month)

- Health & safety – fire checks
- Updating support plans

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- Signing up new tenants – in the year 2013/14 there were 173 new sheltered housing tenancies – an average of 6 per scheme in a year.

Monthly activities: 4-5 hours per month

- Health and safety checks
- Residents meetings

General welfare support: up to 10 hours per month

This element of support is hard to quantify since it is not consistent in time scale and fluctuates depending on tenant's circumstances. It includes

- Emotional support during bereavement or times of depression
- Supporting domestic abuse victims
- Dealing with neighbour disputes.

Analysis of service

Based on the above figures, the time currently spent by an SHO of a large scheme (70 residents) in administrative, support or signposting activities is 90 to 115 hours per month out of a possible 148 hours (based on 4 working weeks at 37 hours per week).

This represents only 61% to 77% (average 69%) of officer time and indicates that an officer could manage 100 tenants if working to 100% capacity.

There are currently 29 sheltered housing officers with approximately 1380 tenants – an average of 47 per officer.

Based on the figures above, and with a reduction of 10% of sheltered properties through the decommissioning of some schemes, 1200 tenants could be managed by 12 officers – a reduction of 17 officers.

However, this would represent officers working at 100% capacity with no provision for holiday, sickness, training or meeting attendance.

Assuming each of the 12 officers has the following per annum:

- 30 days annual leave
- Average 11 days sickness, bereavement, compassionate leave etc.
- 30 days of training & meeting attendance

A requirement of 71 days cover per officer would be needed to ensure 100% cover of all schemes during the working week each year. With 12 officers needing cover the requirement is for 852 days of cover which requires a further 4 floating officers.

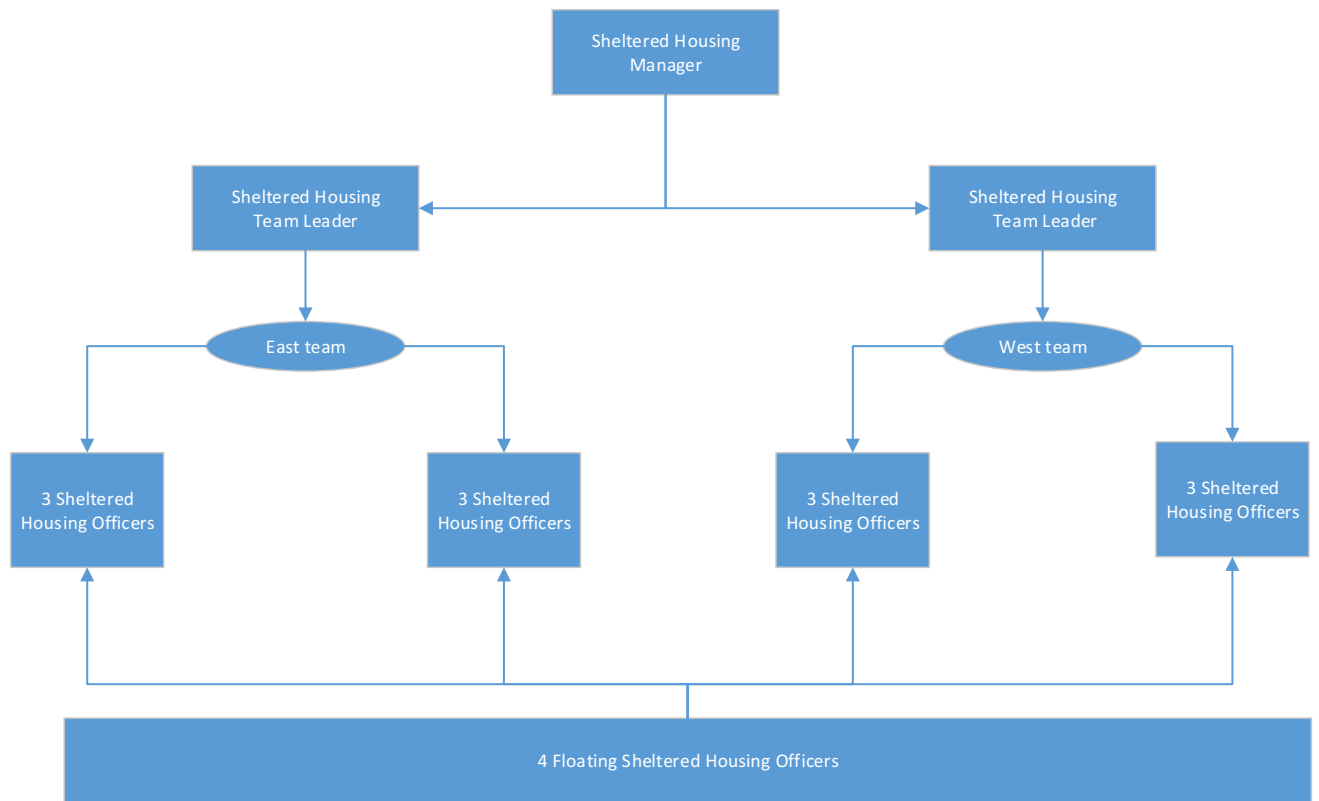
In order to manage the 16 officers the current two team leaders would be required and the service manager (currently the sheltered housing manager).

New Service Model

With 12 officers covering 100 tenants each, the sheltered housing schemes should be split into two areas, east and west with two teams of 3 officers in each. This mirrors the new working arrangements with the tenancy management team. The 4 floating officers would cover areas as required.

The 2 team leaders would manage the east and west area with 8 officers each.

That chart below summarise this.



Comparison of cost

The current structure consists of

- 29 sheltered housing officers at Band 4
- 2 x team leaders at Band 6
- 1 x sheltered housing manager at Band 7

Total cost of staffing is around £760,000

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Current staffing structure	Band	Min £	Max £	Average £	No. of officers	Total £	Plus costs at 20% £
Sheltered housing officers	4	16,410	21,414	18,912	29	548,448	658,138
Team Leaders	6	22,059	30,531	26,295	2	52,590	63,108
Sheltered Housing Manager	7	26,331	37,557	31,944	1	31,944	38,333
Total					32	632,982	759,578

The new structure would consist of

- 16 x sheltered housing officers at Band 5
- 2 x team leaders at Band 6
- 1 x sheltered housing manager at Band 8

The new structure would involve a change of duties for the sheltered housing officers and sheltered housing manager – which would include some of the duties of the new tenancy management teams. Therefore the banding for the new roles would need to be mirrored – subject to job evaluation.

Subsequently the staffing costs would change:

Proposed staffing structure	Band	Min £	Max £	Average £	No. of officers	Total £	Plus costs at 20% £
Sheltered housing officers	5	19,599	25,557	22,578	16	361,248	433,498
Team Leaders	6	22,059	30,531	26,295	2	52,590	63,108
Sheltered Housing Manager	8	31,449	46,158	38,804	1	38,804	46,564
Total					19	452,642	543,170

This represents a saving of around £216,400 per annum.

Comparison of cost to tenants (based on 1200 sheltered housing tenants)

	Per annum £	Per week £
Current cost per resident	633	12.17
Proposed cost per resident	453	8.70
Saving per resident	180	3.47

Staff Consultation

The reduction in posts would require the usual staff consultation, some redundancies and job evaluations in line with corporate policy.

New Service offer

The sheltered housing consultation highlighted the inconsistencies within the service and this was further reinforced by the exercise carried out with current sheltered housing officers.

The new service should be streamlined and consistent with a clearly defined service offer:

- Daily contact with tenants during the working week – this could be via telephone, email or exceptionally by home visit, depending on the preference and needs of the tenant
- Signposting/referring to other services – repairs, support services, advice agencies etc. Officers to assist tenants in maintaining their independence.
- Maintaining support plans and liaising with other services such as social care as appropriate
- Statutory duties – health & safety checks, fire assessments, safeguarding and risk assessments
- New tenancy sign ups – at an average of 173 per year this equates to around 11 sign ups per officer per year
- Tenancy management – tenancy monitoring, assignments, legal action, ASB – since all sheltered housing tenants are secure tenants there is no requirement to monitor introductory tenancies
- Encourage and support tenants to set up and manage their own scheme social activities – officers will not regularly take part in such activities but may be involved in the initial set up. Officers will not cook lunches or other meals for tenants during their working day.

Mobile officers will work from a number of hubs and will not have a “home” scheme or office, in line with the new corporate flexible working arrangements.

Work processes will be streamlined to enable efficiencies and Officers will be expected to use laptops, EDRMs and electronic documents in line with other mobile workers e.g. tenancy management officers. All support plans and documents will be stored and managed electronically.

Teams will work on a rota system so that the teams change around on a regular basis e.g. every 3 months. This will highlight any inconsistencies in service which can then be managed.

Quality monitoring of the service will be introduced by the Business Improvement team and managed by team leaders and the sheltered housing manager.