

DUNDEE CITY COUNCIL

REPORT TO: Personnel Committee - 8 May 2006

REPORT ON: Social Work and Housing Departments - Supporting People Administration and Management Arrangements

REPORT BY: Director of Social Work, Director of Housing and Assistant Chief Executive (Management)

REPORT NO: 163-2006

1.0 PURPOSE OF THE REPORT

- 1.1 This report proposes a structure for the future administration and management of Supporting People policy and funding.

2.0 RECOMMENDATIONS

It is recommended that the Personnel Committee approves the following:-

Within the Social Work Department:-

- 2.1 the establishment of one post of Supporting People Officer, graded PO3-6, £27,822 - £30,288;
- 2.2 the establishment of one post of Senior Contracts Officer, graded PO3-6, £27,822 - £30,288;
- 2.3 the establishment of 2.9 posts of Contracts Officer, graded PO1-4, £26,379 - £28,632;
- 2.4 the establishment of two posts of Contracts Assistant, graded AP3, £18,381 - £20,169;
- 2.5 the deletion of 0.43 vacant post of Section Leader (Finance & Contracts), graded PO11-14, £34,173 - £36,624.

Within the Housing Department:-

- 2.6 the establishment of one post of Housing Strategy Officer, graded AP5, £23,739 - £25,857.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The cost of implementing the proposals in this report will be £271,780 in a full financial year. This cost will be met from the Supporting People and Social Work Department revenue budgets

4.0 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 None

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 None

6.0 MAIN TEXT

- 6.1 Reference is made to the meeting of the Personnel, Social Work and Housing Committees on 18 June 2001 when Report no. 300-2001 set out interim arrangements for the management of the Supporting People regime, which took effect from 1 April 2003. Reference is also made to the meeting of the Personnel Committee on 9 February 2004, Joint Report no. 82-2004, which gave the most recent position on the temporary staffing arrangements set up in Housing and Social Work to administer the Supporting People regime.
- 6.2 Since 2003, the national policy has been amended and refined, services have been developed and retracted, and there have been extensive negotiations about the funding to implement the policy.
- 6.3 Within the City Council, a new IT system has been implemented and staff teams within Housing and Social Work have developed processes and procedures to deal with the many aspects of this major national policy initiative. The whole process has been overseen by a Supporting People Management Team (SPMT) comprising senior staff from Finance, Housing and Social Work, and a representative from Tayside NHS Board.
- 6.4 Now that the Supporting People regime is in its third year of operation, it is appropriate to consider what permanent staffing structures should be put in place for its future administration and management. There is a range of tasks to be carried out and the staffing requirement for each of these is set out below.
- 6.5 It is proposed that all staff, except for one, should be employed by one department, to avoid duplication, ensure consistency and allow effective management. Taking into account the balance of experience, the nature of services provided, and pre-existing relationships with service providers, it is recommended that the Social Work Department assumes responsibility for the employment of the staff concerned.
- 6.6 It is also proposed that the remit and membership of the Supporting People Management Team should be amended to take account of the move from the implementation phase to the ongoing management phase of the Supporting People regime. The revised membership and remit is shown in Appendix 1

6.7 Planning and Commissioning

We are required to develop and maintain a Supporting People Plan, which must link with the Local Housing Strategy, the Homeless Strategy and the Community Care Plan. This involves the gathering and analysis of population and needs data, the identification of strategic aims and objectives, the assessment of housing support needs across the community and the identification of priorities for service provision to meet these needs. Consultation with service users is an integral part of the preparation of the Plan. A commissioning strategy must then be developed and costed, based on the Supporting People Plan. Both the plan and the commissioning strategy must be monitored and reviewed.

To undertake these tasks, it is proposed that one post of Supporting People Officer, graded PO3-6, £27,822 - £30,288, be established within the Strategy and Performance section of the Social Work Department. This postholder will be expected to link with operational colleagues in Social Work and with policy and planning colleagues in Housing and external agencies. It is further proposed that one post of Housing Strategy Officer, graded AP5, £23,739 - £25,857, be established within the Housing Department. This postholder will liaise with housing associations and other housing support providers and will link with the Supporting People Officer in the Social Work Department.

6.8 Contracting

This is a large area of work, which includes the following tasks:-

- maintenance of an Approved Provider List (APL), including assessing the financial and service viability of existing and potential providers;
- inviting tenders and evaluating these;
- drawing up contracts;
- monitoring and reviewing contracts, including financial, activity and quality monitoring;
- making recommendations to the SPMT on contracting matters.

To undertake these tasks as well as contracting tasks not associated with Supporting People, a total complement of 4.9 posts of Contracts Officer, graded PO1-4, £26,379 - £28,632, and two posts of Contracts Assistant, graded AP3, £18,381 - £20,169, is required. Management of this team will be provided by a Senior Contracts Officer, graded PO3-6, £27,822 - £30,288. It is, therefore, proposed that 0.9 of an additional Contracts Officer post and one additional Contracts Assistant post be established within the Support Services Section of the Social Work Department. There are currently two permanent posts of Contracts Officer, graded PO1-4, already established. The two existing temporary Contracts Officer posts and one temporary Contracts Assistant post should be made permanent. One Senior Contracts Officer post should be established to manage the team, partially offset by the deletion of 0.4 Section Leader post (previously the Contracts and Finance Teams were managed jointly).

6.8 Administration of Contracts

This includes processing invoices from service providers, making scheduled contract payments, maintaining activity and service user records on the Supporting People system, processing provider returns, adjusting payments for voids and other changes, and preparing activity returns to the Scottish Executive.

These tasks can be absorbed within the proposed staffing complement for the Contracts Team or within the existing complement for the Financial Services section of the Social Work Department, as appropriate, depending on the task involved.

6.9 Charging

The non-residential charging system is already well established within Social Work and housing support services are charged for within this framework. There are three main components to the charging system: -

- 1 Financial assessment - new service users should have a financial assessment, as part of the single shared assessment process. Financial information gathered by the assessor is used by the Welfare Rights team to carry out income maximisation and to calculate chargeable income. Financial assessments are reviewed regularly by the Welfare Rights Team.
- 2 Invoicing - Financial Services within Social Work notify the service user of their charge (if any), administer the billing system, and deal with queries from service users.
- 3 Debt recovery - there is a procedure agreed in place between Social Work and Finance which applies to housing support service debts in the same way as for other debts.

For invoicing and debt recovery, no additional resources are required at present as the initial teething problems and resultant queries have diminished significantly. The recent refocusing of sheltered housing services will reduce the number of financial assessments required for new sheltered housing tenants, and the remaining new assessments can be managed within existing staffing complements.

6.10 Staffing Implications

At present there are two staff in Social Work in temporary posts, one staff member on secondment and 0.43 vacant posts. In Housing, there are two staff in temporary posts and three vacant temporary posts. These proposals recommend the establishment of 7.9 permanent posts.

There is, therefore, a net decrease in the number of posts required. Staff on secondment or in temporary posts will retain the right to return to their substantive posts if they wish, or if there is no suitable post in the proposed structure. Staff who have the necessary skills and experience will be matched into suitable posts on a permanent basis.

6.11 Budget management and accounting

The Supporting People budget and accounting function is currently operated via a separate financial ledger and managed by the Finance Department Team servicing Other Housing. As the majority of the new Supporting People posts will be integrated within the Social Work Department structure, it is proposed that the budget management and accounting function be transferred to the Finance Department Team outposted to the Social Work Department.

Whilst it is not anticipated that this transfer will require any increase in staff resources within the Finance Department, there may be a requirement to allocate additional resources to the Social Work Team to enable them to undertake the budget management and accounting for this service which has an annual budget of over £12 million. This situation will be reviewed internally within the Finance Department Accounting Team dealing with Housing and Social Work.

7.0 CONSULTATION

- 7.1 This report has been the subject of consultation with the Chief Executive, the Depute Chief Executive (Support Services) and the Depute Chief Executive (Finance). Consultation has also taken place with the Trade Unions involved.

8.0 BACKGROUND PAPERS

- 8.1 None.

A Baird
Director of Social Work

28 April 2006

E Zwirlein
Director of Housing

28 April 2006

J C Petrie
Assistant Chief Executive (Management)

28 April 2006

FINANCIAL APPENDIX

Proposed posts	FTE	Grade	Full year cost £
<u>Social Work Department</u>			
Supporting People Officer	1.0	PO3-6	36,440
Senior Contracts Officer	1.0	PO3-6	36,440
Contracts Officer	2.9	PO1-4	101,240
Contracts Assistant	2.0	AP3	49,450
<u>Housing Department</u>			
Housing Strategy Officer	1.0	AP5	<u>31,030</u>
			254,600
Travel costs			10,500
Miscellaneous costs			<u>6,680</u>
Total costs			271,780
Funded by:			
Supporting People income budget			253,000
Deletion of 0.43 FTE Section Leader Finance & Contracts			<u>18,780</u>
			£271,780

SUPPORTING PEOPLE MANAGEMENT TEAM (SPMT)

Membership

Housing Strategy Manager	Joint Chair
Manager, Community Care	Joint Chair
Head of Finance	
Manager Finance and Support Services (SWD)	
NHS Tayside Representative	

The Chair will alternate on an annual basis, starting with the Housing Strategy Manager in the Chair. Other officers from Social Work, Housing, Finance, Revenues and IT will attend as required. A Contracts Assistant will service the SPMT.

Remit

To oversee the Supporting People planning function, approve the Supporting People Plan and agree the strategic priorities within this plan

To deal with policy matters in relation to Supporting People and make recommendations to Committee as appropriate

To determine how the Supporting People budget should be allocated

To monitor expenditure and income against the Supporting People budget

To authorise the approval of new contract providers and the withdrawal of approval when required

To make recommendations on the award of contracts

To receive the outcome of service reviews and contract monitoring activities