

ANGUS COUNCIL

12 MAY 2016

**PROVISION OF OLDER PEOPLE'S HOUSING SERVICES
REPORT BY RICHARD STIFF, CHIEF EXECUTIVE**

ABSTRACT

This Report sets out the proposed support provision for tenants in sheltered housing complexes in Angus.

1. RECOMMENDATIONS

It is recommended that the Council:

- (i) Agree a service will be provided in each locality to support sheltered housing tenants. This will comprise council Housing staff and Community Alarm staff now under the management of the Integrated Joint Board (IJB).
- (ii) Agree the IJB Chief Officer, or her representative, continues to work with partners, in particular Care About Angus, to further develop an enhanced model of provision during this transitional period.
- (iii) Agree that sheltered housing tenants who currently pay a weekly Tenancy Support Officer (TSO) charge of up to £32.10 will cease paying that charge from 1 July 2016.
- (iv) Agree any tenant assessed as requiring the Community Alarm service or currently in receipt of Community Alarm will be charged the standard charge of £4.75 per week.
- (v) Note that any tenant requiring a care assessment, under Self Directed Support (SDS), will be given one and be enabled to use one of four options to meet their personal care needs. Charging for this will be in line with Angus Council's contributions policy.
- (vi) Agree to enable tenants as individuals and as groups to select a bespoke and enhanced model of support to meet their wishes.

2. ALIGNMENT TO THE ANGUS COMMUNITY PLAN/SINGLE OUTCOME AGREEMENT/CORPORATE PLAN

This report contributes to the following local outcome(s) contained within the Angus Community Plan and Single Outcome Agreement 2013-2016:

- i) We have improved the health and wellbeing of our people and inequalities are reduced.
- ii) Individuals are supported in their own communities with good quality services

3. BACKGROUND

On February 11 2016, Angus Council agreed the recommendations (i) (ii) (iv) (v) (vi) of the report "Review of Housing for Older People". This was with reference to Article 5 of the minute of meeting of the Social Work and Health Committee of 12 January 2016, Joint Report No 13/16 by the Strategic Director- People and the Strategic Director – Communities.

Angus Council agreed the recommendations of Report No 13/16 with the exception of recommendation (iii) and that recommendation (iii) be amended to read:

"A service will be maintained, either through a Social Enterprise, a Sheltered Housing Resident fully funded Council scheme, or through an ALTO (Arms Length Trading Organisation).

Officers are instructed to bring forward a working plan whereby the existing tenancy support officers are given the best possible opportunity for continuity of employment, either with Angus Council, a social enterprise company or an ALTO.

Members are to be consulted on all of the details and further reports will be brought forward to a relevant committee after consideration by a Member Officer Group, consisting of 6 members, with the Chief Executive as Convener."

A range of activities have taken place to meet the above requirement:

- A Member Officer Group (MOG) was set up with the remit set out in Appendix 1.
- Meetings took place between officers and VAA representing the social enterprise Care About Angus (CAA)
- The MOG was provided with figures for a fully tenant funded option model
- A discussion took place with Tayside Contracts
- TSOs met with their line manager and HR to determine what their options for future employment were
- TSOs met with CAA to discuss its proposed offering
- Job outlines for a change to the Housing caretaker service (Community Housing Assistants) has been defined (Appendix 2)
- Tenants from a complex in each locality met with managers in Adult Services and CAA to discuss its proposed offering
- The MOG met on four occasions and this report outlines its proposals for the best possible opportunity for continuity of employment for staff.
- The social enterprise company, CAA outlined a future model of provision which can be accessed by tenants at their request. (Appendix 3). This does not exclude any other providers who may also wish to offer such provision

4. KEY ISSUES

- 4.1 On 12 February 2016 Angus Council agreed Report No. 61/16 Provisional Revenue Budget. PAS – S – 25 (OP) *Review of Tenancy Support – a review of the service is underway with a view to moving towards a more peripatetic service or indeed a transfer to a social enterprise model with effect from 1 July 2016. The exact future service model is still to be determined. A saving of £500K and 28 FTE was approved.*
- 4.2 Angus Council currently provides a tenancy support officer (TSO) service in sheltered housing complexes. There are currently 36 TSOs and three team leaders employed to provide this support with an overall cost of £780,600. The TSO service operates between the hours of 9am to 5pm from Monday to Friday. Outwith these times, support is transferred to Community Alarm.
- 4.3 Tenants in sheltered housing complexes currently make a maximum contribution £32.10 per week for the TSO service. The individual charge depends on means testing and on the charges for other services which the tenant is receiving. From 1 July 2016, they will no longer pay for the TSO service as it stands.

- 4.4 To offer a service compliant with SDS, and at reduced cost, requires a different service delivery model which decouples the tenancy part of the support from the care element, or the part subject to Self Directed Support. To do this we will meet the entitlements of tenants rather than expectations and meet the entitlements of specific service users (i.e. those with assessed care needs).
- 4.5 Presently, all tenants can access Community Alarm cover after 5pm and at weekends. In addition there are 9 tenants who live in sheltered accommodation who access community alarm 24/7. They currently do not pay the standard £4.75 per week for this service. From 1 July 2016 tenants assessed as in need of Community Alarm will be required to pay that charge. The income for Community Alarm will be used to support an increase in the number of staff in the Community Alarm response service and the control room.
- 4.6 Sheltered housing tenants wishing an enhanced model, that is support over and above the standard offering, will be able to purchase such a service themselves as an individual or as a group from other organisations, such as Care About Angus: the social enterprise arm of Voluntary Action Angus (VAA)
- 4.7 It should be noted that since 1 April 2016 the staff of the council's Adult Services teams are under the direction of the new Angus IJB (Angus Community Health and Care Services). After discussion and agreement with the IJB Chief Officer this council business, unresolved prior to the vesting date of the IJB, is being progressed as a "legacy issue". This enables the council to complete business initiated prior to 1 April 2016 which determines the shape of provision and then for the IJB to further develop services, as circumstances require.
- 4.8 Members are reminded that an Equality Impact Assessment was completed as part of the budget savings 2016/17.

5. PROPOSALS

- 5.1 In relation to Report No 13/16 amended recommendation (iii) there are a range of opportunities available to staff to support them with this change. All staff have been offered the opportunity to seek figures for voluntary redundancy and early retirement (where appropriate). At the same time, they have been placed on Angus Council's redeployment register. This means they are considered for any vacancies appropriate to their skills and competences. In addition, it is proposed that 6 posts are retained for work within Community Alarm under a proposed transitional model. A further 8 Community Housing Assistant posts have been established. One post has been utilised for redeployment, leaving 7 vacancies, which will be offered to the current TSO cohort in compliance with the Council's managing change policy.

In addition, a key partner, VAA under their social enterprise, Care About Angus, which currently offers a home help service in Angus, anticipate increasing their staff complement in the near future. As such, CAA proposes to offer enhanced support to tenants and complexes wishing to enlist their services. CAA will consider if and when they recruit new staff and how they will allocate the staff within their organisation to deliver their services. This will not be a TUPE situation. CAA are currently working on this model and anticipate having it in place by July 2016. An outline paper is provided in Appendix 3.

- 5.2 In relation to Report No 13/16 amended recommendation (iii) the proposals in this report mean that every complex will have named Housing staff who will carry out regular and routine inspection, maintenance and health and safety checks in communal lounges, guest rooms, kitchen areas, lifts, laundry facilities, toilets, open areas and gardens and communal corridors. These staff will consist of Housing Officers, Assistant Housing Officers, and the newly established Community Housing Assistants. In addition, the housing management service will continue to lead housing allocations, support for any tenancy issues.

In addition this report recommends the enhancement of the Community Alarm Teams in each locality. This will allow for any additional support required by our sheltered tenants during a transitional period whilst we work with a partner, such as Care about Angus.

Over and above services offered by the Council and Angus Community Health and Care Services, tenants will have the opportunity to engage with partners, e.g. CAA to agree a chargeable bespoke service for themselves as individuals or as groups of tenants.

Initial consultations with sheltered tenants has identified the importance of social activities in a community setting. It is therefore proposed that as part of the package of services available, a Service Level Agreement (SLA) is put in place with VAA to help older people in the community, including sheltered tenants. This will cover befriending, transport, facilitating social activities and events for residents. These will focus on sheltered communal lounges as potential central community hubs. It is proposed that a further report will be brought to committee with details of this proposed SLA.

6. FINANCIAL IMPLICATIONS

A proposal to undertake a “Review of Housing Support/Sheltered Housing” was first brought forward through the 2014/15 budget setting process. Report 84/14 identifies, savings of £120,000 in 2014/15 and £781,000 in 2015/16. In setting the 2015/16 budget, the saving of £781,000 originally planned to apply in that financial year was deferred to 2016/17 (Report 60/15 refers).

Since February 2015 it became apparent that the saving could not be achieved in the manner originally envisaged. In light of this, Adult Services identified the following alternative package of savings for approval through the 2016/17 budget setting process (Report 61/16 refers).

Table 1 Saving	2016/17 £000
Review of Tenancy Support service	500
Review of high cost care packages	134
Help To Live At Home	147
Total	781

Savings in respect of the review of the Tenancy Support service is the subject of this report, while the others listed above in Table 1 have now been implemented in the 2016/17 revenue budget.

The alternative revised model of service provision, to enhance Community Alarm is outlined in Section 4 of this report.. The full-year costs and income related to the model of provision is noted below in Table 2.

Table 2	Enhanced Community Alarm Full Year £ 000
Staff Costs	146**
Transport Costs ***	10
Income****	(52)
Net Cost	104

**6 FTE @ LG6/7

***provision made for additional staff travel costs

****provision for additional community alarm charge income at current charge of £4.75 week. There are 626 sheltered housing units. There is no data available to provide an informed estimate of take up on removal of the TSO service and thus a conservative estimate of one third has been made

The revised model compared with the current model of service delivery demonstrate potential savings as noted below.

Table 3	Enhanced Community Alarm Full Year £ 000
Current Model	327
Revised Model	104
Saving	223

In addition to the savings arising from the revised model of service provision noted above, changes have been applied to the Council's arrangements with registered social landlords which has provided a further £47k savings in 2016/17. This will deliver a full year savings package as noted below in Table 4.

Savings Delivery Package

The following savings package has been identified to deliver part of the overall £500k Tenancy Support Review saving for 2016/17.

Table 4	Enhanced Community Alarm Full Year £ 000
Revised Model	223
RSLs (Registered Social Landlords)	47
Total	270

The revised model of service provision, enhanced Community Alarm and transition to the partnership model will continue for one year. It can be seen in Table 4 above that this will deliver full year savings of £270k compared with the £500k approved through the 2016/17 budget setting process. It is estimated that the part year implementation from 1 July 2016 will provide savings of £203k.

In relation to the unmet element of the planned overall saving (£297k in 2016/17), although the IJB financial settlement does not accommodate this, the IJB financial management throughout the year will seek to address this legacy issue as far as is possible. In any event it should be noted that under the IJB Integration Scheme agreed by the council and NHS Tayside and approved by the Scottish Government, any Adult Services overspend in 2016/17 ultimately resides with Angus Council. This savings shortfall issue will be given specific attention during 2016/17 as part of the financial monitoring activity between the Council and IJB and if it looks likely that the shortfall cannot be covered through other means this will be reported to the Council's Policy & Resources Committee.

It is anticipated that there will be estimated one-off redundancy and early retirement costs of £361k arising from the proposed service changes in this report. This number is based on those staff who have indicated an interest in ER/VR at present but may change once staff vacancies are filled.

These costs will be funded from Angus Council balances as indicated in report 60/16 to the council meeting of 18 February 2016 recognising that the financial settlement with the Integrated Joint Board did not accommodate this requirement. Cash conservation will also apply to any TSO redeployed into a lower graded post, which may impact onto the savings deliverable in year 1.

7. CONCLUSION

The Member/Officer Group recognised that high quality care and support can be delivered in a number of ways and that a one size fits all model is not in keeping with flexible bespoke care and the legal requirements of Self Directed Support.

The group understood that there is not a universal model of support and care that meets the needs or wants of every tenant, present or future. Some tenants want the status quo, some want no TSO provision and some want choice of what they receive and when they receive it.

The Member/Officer Group considered a range of models of provision including the current system on a fully funded by tenants basis. This was deemed as costly and not compliant with SDS if all tenants were required to opt into it. As such, the MOG proposes a standard offering

to support every complex with a team of housing officers and locality support from the Community Alarm service. In addition, any tenant with an assessed care need will be entitled to choose how they wish to have their needs met under SDS by: a direct payment; directing the available support; services arranged or provided by the authority; or a mixture of the above. This continues the work already undertaken in Angus around personalisation and choice for citizens with enablement as the approach.

NOTE: No background papers, as detailed by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

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Appendices

- 1 Remit of the Member/Officer Group
- 2 Job Outline – Community Housing Assistant
- 3 Outline of the CAA offering

MEMBER OFFICER WORKING GROUP

SHELTERED HOUSING REVIEW GROUP

23 FEBRUARY 2016 AT 11.30AM

FIRST FLOOR MEETING ROOM, THE CROSS, FORFAR

REPORT BY ALAN McKEOWN, STRATEGIC DIRECTOR – COMMUNITIES

MARGO WILLIAMSON, STRATEGIC DIRECTOR – PEOPLE
(paper revised 23 February)
Version 2

PURPOSE

At the meeting of Angus Council on 11 February 2016 members agreed the recommendations in report 13/16 with the following amendments:

- (i) agrees the adoption of a sheltered and retirement model of housing for older people on the basis set out in section 5.1;
- (ii) notes that the current model of support by Tenancy Support Officers (TSOs) was not suitable for the Self-Directed Support (SDS) environment;
- (iii) a service will be maintained, either through a Social Enterprise, a Sheltered Housing Resident fully funded Council scheme, or through an ALTO (Arms Length Trading Organisation).

Officers are instructed to bring forward a working plan whereby the existing tenancy support officers are given the best possible opportunity for continuity of employment, either with Angus Council, a social enterprise company or an ALTO.

Members are to be consulted on all of the details and further reports will be brought forward to a relevant committee after consideration by a Member Officer Group, consisting of 6 members, with the Chief Executive as Convener.

- (iv) agrees that a tailored investment in communal facilities was undertaken, based on discussions with tenants at individual schemes;
- (v) agrees an expansion of housing management and maintenance services in order to increase the focus of housing management in sheltered and retirement housing across Angus; and
- (vi) agrees that a further report be brought before members on the hardwiring of telecare in Sheltered and Retirement complexes augmenting the Council's successful programme of reablement and enablement.

This Member/Officer Group will now explore options for delivering the amended recommendations as set out in (iii) above.

PRINCIPLES

The group recognise that Sheltered Housing is important to the current and future tenants of Angus Council and to the Members of Angus Council;

The group believes that the provision of support should meet legislative requirements, individual needs and be chosen by tenants, and not imposed, in keeping with SDS options ;

The group acknowledge the budget pressures facing the Council and a requirement to meet 'needs' not 'wants' in the current economic climate;

The group are resolved to work quickly and ensure there is clarity for tenants, staff and possible providers of any service;

The Chair of the group will communicate the findings and the decision of the Council, to tenants, staff and the general public as soon as it is possible to do so

BACKGROUND

The group recognise that high quality care and support can be delivered in a number of ways and that a one size fits all model is not in keeping with flexible bespoke care and the legal requirements of self-directed support.

The group understands that there is not a universal model of support and care that meets the needs or wants of every tenant, present or future. Some tenants want the status quo, some want no TSO and some want choice of what they receive and when they receive it.

The group understand that self-directed support must be delivered by Angus Council on an assessed need basis and believe a fixed and deliverable timetable should be set for the assessment of all current tenants.

Sheltered Housing is not currently an SDS service. It possibly could be as it is a service that can be delivered under SDS but it was not designated as such because of the challenges in extracting it from the tenancy functions and community alarm (the legislation empowers us to implement SDS for all Section 12 SW (Scotland) Act 1968 services, in other words our duty to assess circumstances of individuals who may need community care services and to provide those services required; it is a power not a duty...so it doesn't say we must treat all services as SDS services.

As things stand you need to have 2 other presenting needs over and above a warden service to get an SDS assessment. It must be borne in mind, the low level care needs of this group: only about a third of them have an SDS package.

Basically at the moment there are 596 Sheltered Housing residents.

Social Work budget pays for all the TSOs. All residents get support from TSOs. 186 of the residents are entitled to SDS.

The 186 (number eligible for SDS) will now be able to choose their provider. One of the key reasons for decoupling the tenancy part from the care (SDS) part.

With regard to the tenancy entitlements, it is proposed to provide Community Housing Assistants whose primary focus is on the fabric of the building and its curtilage, but would also cover system checks, e.g. smoke detector checks, entry door checks, prevention of slips, trips and falls, home safety checks, as well as helping with minor repairs.

As a Council we are also proposing, drop in support from Care About Angus, the social calendar and chips tea stuff, and some active health improvement work with Angus Alive, keeping people mobile etc. The assistant role will work across all tenancies not just sheltered which is the key to the model.

We are currently in the process of carrying out a full assessment on the pattern of tenants who are self-funders and those who claim welfare support in full or part. This information will provide details of likely costs for those tenants who wish an enhanced service, over and above that which they are entitled too.

RECOMMENDATION ONE

We will continue to meet the entitlement of tenants in Sheltered Housing settings. We will do this by decoupling the tenancy part of the support from the care element, or the part subject to Self-Directed Support.

We will meet entitlements of tenants rather than expectations.

We will meet entitlements of specific service users (those with assessed care needs) rather than expectations.

RECOMMENDATION TWO

Sheltered Housing tenants wishing an enhanced model, that is, over and above the model in recommendation one, could purchase such a service from an alternative provider. E.g. CAA, Tayside Contracts.

RECOMMENDATION THREE

Negotiations will be entered into with CAA and TC regarding any potential model which allows tenants to block purchase a service, including likely costs per tenant.

RECOMMENDATION FOUR

An assessment is carried out of each sheltered housing unit in terms of its communal facilities, telecare and telehealth facilities, its gardens, paths and door entry systems to ensure these are modernised and tenants are involved in that decision making process and this is included in the housing capital plan and monitored by the communities committee in the normal manner.

RECOMMENDATION FIVE

It is recommended that the findings of the group is presented to Council at the earliest opportunity and that a clear strategy for communication with tenants and staff is developed and implemented.

ANGUS COUNCIL JOB OUTLINE

Job Title: Community Housing Assistant

Department: Communities

Grade LG3

Responsible to: Senior Housing Officer

Outline of Duties

Provide a flexible and responsive service in designated areas and premises which may include communal lounges, guest rooms, kitchen areas, lifts, laundry facilities, toilets, open spaces, gardens and communal areas; the postholder will be responsible for

1. Carrying out all fire tests and drills and ensure through visual inspection that firefighting equipment is in working order and record and maintain the Fire Log
2. undertaking work to ensure communal areas and car parks are tidy, hazard free and clear of faeces, litter and graffiti
3. Undertake regular inspections including communal lighting, heating, cleaning and building services to ensure service standards are met and report any repairs outwith the scope of minor maintenance
4. Carry out minor maintenance, repairs and gardening work – for example tighten loose fittings, erect shelving, replace light bulbs, check and replace CO detectors, drain downs, alter time clocks at start and end of BST, cutback and tidy grass, shrubs and hedges
5. Answer customer enquiries and giving practical assistance when appropriate to do so – reporting back to the senior housing officer on enquiries that can't be dealt with at the point of the service request
6. Clear and clean properties – including lofts
7. Uplift rubbish and dumped items from the areas above and dispose of – including drugs paraphernalia
8. Carry out basic decoration
9. Monitor stock levels for supplies to common areas and facilities using simple stock control methods and liaise with the administrative assistant to reorder when necessary
10. Use IT systems and email in the course of the duties above
11. Drive allocated vehicles and vehicle checks, for example, oil and water checks, cleaning, garaging and transporting of goods and equipment
12. Undertake keyholder responsibilities including the opening and closing of communal areas

This list is not exhaustive and the jobholder will be required to undertake other duties as required.

Date 10 March 2016

**ANGUS COUNCIL
PERSON SPECIFICATION**

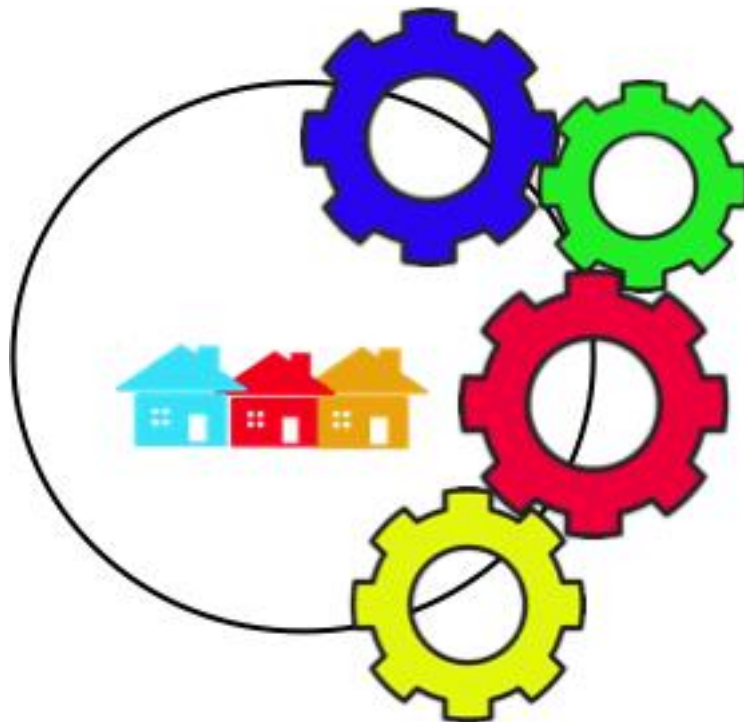
JOB TITLE: Community Housing Assistant

DATE AGREED:

10 March 2016

CRITERIA	ESSENTIAL/ DESIRABLE	METHOD OF ASSESSMENT
Qualifications and Training		
3 National 4s or equivalent, including English, Maths and a Technical subject	E	Application/Interview
Trailer and towing training or a willingness to undertake the required training	E	Application/Interview
SVQ level 2 or above or City and Guilds qualification in a technical, construction, building or electrical discipline	D	Application/Interview
Completion of Manual handling training	D	Application/Interview
Knowledge, Skills and Experience		
<ul style="list-style-type: none"> Experience in carrying out minor maintenance and repairs 	E	Application, interview and references
<ul style="list-style-type: none"> Experience of positive engagement with the public including taking a person centred approach. 	E	Application, Interview and references
<ul style="list-style-type: none"> Good customer care skills 	E	Application, Interview and references
<ul style="list-style-type: none"> Good oral communications skills 	E	Application, Interview and references
<ul style="list-style-type: none"> Good written communication skills 	E	Application, Interview and references
<ul style="list-style-type: none"> Knowledge of Health and Safety guidelines e.g. COSHH, Legionella guidelines, Fire Safety, Manual Handling 	E	Application and interview
<ul style="list-style-type: none"> Good numeracy skills 	E	Application, Interview and references
<ul style="list-style-type: none"> Basic IT skills 	E	Application, Interview and references
<ul style="list-style-type: none"> Basic understanding of Council housing including housing for older people 	D	Application, Interview and references
<ul style="list-style-type: none"> Experience of basic stock control 	E	Application/Interview
<ul style="list-style-type: none"> Experience of fire testing 	D	Application/Interview
<ul style="list-style-type: none"> Experience of keyholder responsibilities 	D	Application/Interview
Personal Qualities		
<ul style="list-style-type: none"> Ability to be work as part of a team 	E	Interview and references
<ul style="list-style-type: none"> Ability to work unsupervised 	E	Interview and references
<ul style="list-style-type: none"> Ability to use own initiative 	E	Interview and references
<ul style="list-style-type: none"> Ability to meet targets and deadlines 	E	Interview and references
<ul style="list-style-type: none"> Have a flexible approach to work 	E	Interview and references
Special Conditions		
<ul style="list-style-type: none"> A full current driving licence 	E	Interview
<ul style="list-style-type: none"> Experience of driving a transit van or similar vehicle 	E	Interview and references
<ul style="list-style-type: none"> Willingness to work at weekends or evenings – when required 	E	Interview
<ul style="list-style-type: none"> Willingness to undertake further training as required 	E	Interview
<ul style="list-style-type: none"> Willingness and ability to work with noxious materials 	E	Interview

**Voluntary Action Angus
Dialogues on Sheltered Housing**



Report by

**Gary Malone
Chief Executive Officer
Voluntary Action Angus
April 2016**

Introduction

In Angus, as partners, we are rightfully proud of delivering the best services to local people. Much of this is achieved through strong togetherness and partnership working, underpinned by a philosophical basis which seeks to create 'an Angus that actively cares'. This form of togetherness and partnership working potentially provides the basis on which we not only maintain sheltered housing provision but how we improve services now and for future years. We (VAA) suggest that whilst the decision on supporting residents in sheltered housing rests with Angus Council, care for residents is a partnership issue, and therefore, the decisions taken will have impact as to how partners deliver locally based care at home. There are perhaps 3 major elements relating to sheltered housing; 1 around tenancy and eligibility; 2 around care and varying care needs and perhaps; 3 the need for a wider community focus/augmented service.

Having facilitated dialogues with staff, residents and explored some of the emerging issues with health and social care colleagues along with Council and third sector colleagues, we conclude that a new future and more sustainable positive outcome can emerge through a partnership approach. To do so further deliberations across partners is required including further stakeholder dialogue whereby partnership working can support social enterprise development as part; but not all of the solution.

A social enterprise approach is however both empowering and locally democratic. Local people either through their volunteering or employment will deliver services to residents in sheltered housing complexes and local care in communities. The social enterprise model we propose is where; the workers, residents and communities have greater control of the company and services delivered; there are no shareholders benefiting from profits and the only beneficiaries are the community. Furthermore the continuity of staff is achieved by good wages and conditions of service, far removed from the zero hour's culture emerging in some private sector and other competitors. By being local there is no escape – the service is accountable to the local community and lives within a local ethos of needs and care.

This is relevant to emerging and successful social enterprise developments supported by all partners and also consistent with the empowerment agenda. Such a new focus may be considered by reshaping our strategic thinking on sheltered housing towards one where sheltered housing provision opens up to wider community need acting as a central focussed hub for localised care (please see models and description on Pages 5-7).

Care About Angus will deliver within the time-scales; our suggested approach is a move toward a more community centric model, one that requires further deliberation with stakeholders in Health and Social Care.

Report summary (for consideration)

Much of the challenge facing all sectors cannot be defined purely around managing resource decline but also in the context of managing additional demand. This is partially due to demographic changes which forecast aging population and significant increased local demands on public and care services. In essence the challenges facing sheltered housing complexes are beyond cuts but perhaps consistent with the challenges facing all partners working on locality based approaches. This requires

new ways of working across partnership boundaries where services are recalibrated significantly using all human and physical resources differently. ACP and HSCI both commit to such approaches to partnership and locality working. Current policy, legislation and guidance allow for such a new way of working to flourish.

The following describes a range of suggestions and positions, which derive from dialogues regarding, sheltered housing, analysis of local and national policy development and through the strategic involvement of VAA being a Partner in both Angus Community Planning Partnership and Health and Social Care Integration.

- 1 Care About Angus has experience of delivering within timelines new models of social enterprise, which became operational when a previous local authority service ended. In the context of sheltered housing, Care About Angus would be able to commence such a service should Angus Council decide to choose the social enterprise route and subsequently required to become operational when and if the existing service comes to an end.
- 2 A separate financial report will provide detail within an extended version of the CAA Business plan. This work is on-going and is dependent on supply and demand balances which express levels of service need and staffing levels to deliver a new service. We can confirm that we would not anticipate an increase to the existing service charge. The exact service cost would however depend on volume and service needs.
- 3 We are confident from our dialogues with existing staff, residents and family members; a new augmented social enterprise service working in partnership with other key stakeholders would provide an improved and wider more person centred service. This would include - on site provisions, extended home help and local community led volunteering; increased social and recreational activities at weekends; greater access to volunteering transport and befriending.
- 4 The relationship between existing staff, residents and their families is based on trust, care and consistency of service. Family members report that without 'on site' service such as those provided by current TSO's, then they would not be confident of their loved ones benefitting from sheltered housing. Furthermore residents consistently stated the need for daily onsite provision and highlighted the importance of trust and relationships, which exist between residents and TSO's. The three main needs expressed by residents are suggested as: feeling safe and secure; feeling cared for and feeling involved.
- 5 The dialogues assert that staff have many years of service, are immersed in their dedication and care for the residents and play a key role in relationships and communications with families, residents and other services. Staff also suggest they would be keen, if the opportunity arose to take up employment with CAA. They acknowledge their roles would be different and take confidence from hearing positive things about working for Care About Angus.
- 6 The current service as it stands could be improved. By augmenting service delivery, sheltered housing complexes may operate as 'local care hubs' addressing wider challenges and pressures around delivering respite and palliative care also in the context of prevention of admission and enhanced community support. This provides opportunities to scope out further local based service provision, which may include locally based community alarm

response. This form of localism and cohesion is consistent with successful models used in other countries' including the Burrtzorg model in the Netherlands.

- 7 Potential Staff roles within CAA would then include an extension to on site provision to include 'pop in' visiting services, community organising, developing and extending weekend activities, supporting and promoting volunteering and other care work such as shopping etc. Many of the staff suggested they would be keen on qualifications leading to personal care work. (The CAA board is currently exploring options in regards to registration for personal care provision).
- 8 Whilst recognising the importance of timelines, we suggest that an interim very short life working group comprising key stakeholders is set up to oversee such change should Angus Council seek to pursue the Social Enterprise route. We believe that this should include HSCI as a stakeholder given the importance of care in relation to a new service.
- 9 For a new social enterprise to work there would need to be consideration of investment. The focus on investment is important to cover infrastructure costs and working capital relating to cash flow.
- 10 If chosen as an option employees and residents would have a greater say in the design, delivery of services and the running of CAA. CAA is an employee-controlled organisation. Through partnership working with Angus Council, CAA would seek to enhance the role of residents committees to the extent that residents would have greater say on issues affecting them and their complex. This is consistent with Scottish Government legislation and guidance on empowerment and equalities.

Option Model

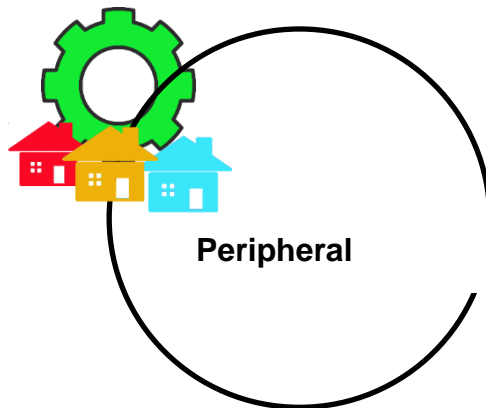
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The diagrams below refer to existing and potential models of using sheltered housing complexes.

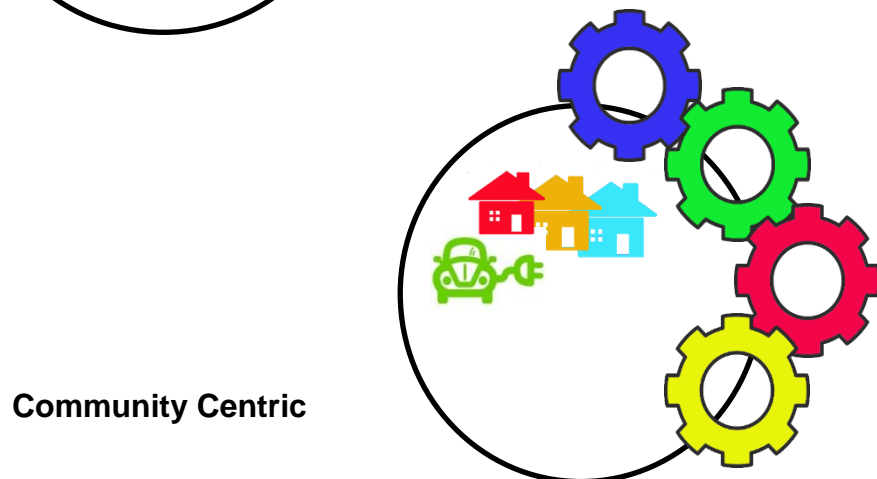
Model 1 – refers to a more perhaps peripheral view of sheltered housing operating more at the margins of community i.e. in the public view, ‘where elderly people stay’.

Model 2 – Represents a more partnership community centric view of sheltered housing catering for the needs of a wider elderly / supported community where partners and the local community can work together to provide a wider range of services.

Model 1



Model 2



Care About Angus



Angus Council



HSCI



Third and voluntary Sector

Option 1 – Peripatetic / Home Help Model		
Context	Impact on residents	Impact on Stakeholder
This is an option which would require increased activity by home helps building on initial options suggested by Angus Council	Whilst this would provide some form of warden service, residents clearly ask for on-site provision which builds on existing relationships. Home helps are already active in some sheltered housing complexes however home helps would not be able to provide a warden type service.	Services may become fragmented as there may be more different support services and workers active within sheltered housing complexes leading to a potential lack of continuity between service providers, residents and wider community

Option 2 – Partnership / Community Centric		
Context	Impact on residents	Impact on Stakeholder
<p>This model has potential to broaden the involvement of social enterprise and community and could help look at a wider use of the complexes and communal areas including ways to deal with decreasing demand. This would require a wider strategic focus where perhaps sheltered housing units could be used in the wider care at home agenda.</p> <p>By using local social enterprises, employees and volunteers, the focus of sheltered housing becomes more central to community consciousness and complexes could have charging points for electric vehicles whilst also acting as community hubs for care at home agenda.</p>	<p>This would be beneficial and allow for sustaining some level of on-site provision building on the trust and relationships required by residents.</p> <p>Whilst there may be an opportunity for elderly people and people with support needs to use the complexes, a residents committee would be integral to discussions about change of use.</p>	<p>This would help elevate pressures on partner agencies dealing with increased demands on care, units may be considered for short-term purposes including, respite and palliative care, hospital discharge or prevention etc.</p> <p>The units could also be resourced to address the needs of a wider care group in the context of physical and learning disability.</p>

Staffing (in a social enterprise context)

What has been proposed here (under option 2) is that new posts of local care organisers will fulfil on-site staff service. These post holders would provide a range of person centred services based on the needs of individuals within sheltered housing units but also in a wider community context.

A brief outline of their main areas of work would be as follows:

- To co-ordinate person centred activities involving volunteers, workers from other local care agencies, GP practices, hospitals and family members
- To act as a conduit between family members, residents and other services ensuring the needs of residents are catered for, essentially linking with housing staff, social enterprise, NHS and community / voluntary sector
- To work with local volunteers to organise out of hours and weekend activities, trips and outings, celebration events and other activities
- To ensure residents safety and security by acting as a single point of contact for sheltered housing complexes
- To support social enterprise and other local care activities to access sheltered housing complexes, broadening the range of offer and developing a local hub approach
- To record, act on and report concerns and anxieties residents may have to appropriate agencies
- Support residents committees and local volunteering groups
- To report any maintenance, faults etc.
- Provide personal care (when CAA becomes registered with care inspectorate)
- Provide overnight and out of hours care
- Manage respite care and coordinate palliative care if required with other agencies.

Other roles

- Prompt / Administer blister pack medication
- Communal area to be used for G.P. clinics (jabs etc...)
- Morning call- for those who want it
- Risk Assessments and Fire drills in the communal areas
- Completing planning and reviewing of needs
- Stronger pathways working together on Early supported discharge (ESD) and prevention of admission (POA)
- Contribute to protection of financial harm
- Make strong links with trading standards, fire, police etc..
- Stronger and more innovative pathways for palliative care
- Maintain and book guest room including laundry
- Maintaining records personal plans stronger conversations with care manager
- Emotional support for residents and their families.

The above is an early draft of a view of some of the emerging tasks that may be required and doesn't constitute a job description. The above role requires the workers to play a central role in organising care and residents issues and potentially look at new ways whereby people in the local community with care or support needs can access sheltered housing resources i.e. laundry, communal activities, exercise classes etc.

Financial

To move toward a more community centric basis of service there would need to be further discussion on investment and growth. The information provided to VAA suggests that the service charge is only applicable to about 50% of the residents. Given the emergence of SDS confident, continuous service sustainable delivery on social enterprise models requires service delivery to provide excellent value and high standards of delivery.

Our experience of delivering the Care About Angus Home Help service asserts that Care About Angus can adapt to service change and deliver excellent services. Without investment to cover cash flow and infrastructure cost however this may make CAA vulnerable. Moving towards community centric approaches will yield significant savings for Angus council and NHS Tayside and furthermore create a new local economy, which employs local people contributing accordingly.

Furthermore, given the pressures of workforce planning and new partnership moves towards modern apprenticeships and Shared SQA accreditation; local social enterprise growth provides a significant opportunity for growing the care workers of the future and employability.

Background

In 2015 Voluntary Action Angus developed, in partnership with Angus Council a subsidiary social enterprise, called Care About Angus. On becoming a registered Community Interest Company (CIC) its underpinning philosophy was built on a value base reflecting new cultures of care in pursuit of 'an angus that actively cares'. Much of this is described later in this report detailing organisational and local context of our work. Since becoming operational in November 2015 demand for the service has increased by more than 30%; workers are better paid than before and thoroughly committed to their new roles and most of all people receiving our services not only report that the service is much improved, but crucially that they get a wider range of important person centred services augmented through wider local voluntarism and community giving.

Many years of strong commitment towards partnership working, buoyant levels of volunteering, a strong third sector and very active communities are the fabric of a more socially caring culture, which we have in Angus. This belongs to no sector or political philosophy. but is one which is born out of local peoples' propensity to care, actively and passionately.

Dialogues and learning

Our dialogues, over the past few weeks were aimed at scoping out the possible extension for Care About Angus to help provide aspects of sheltered housing support, augmented with other volunteering services. During this learning process we have:

- Met with approximately 150 residents families and carers in dialogues across angus
- Had 4 meeting with existing TSO's
- Worked closely with Angus Council staff in deliberating the dialogues

Note our approach toward facilitating dialogue should not be confused with consultation or discussion; dialogues are a learning process which is never confrontational but seek to learn from consumers and staff on real issues of concern and how to construct new learning in defining a way forward.

Key learning Points

What we found through our dialogues is briefly highlighted below, we suggest however that it may be important that the opportunity to explore the dialogue findings in greater detail with the Member Officer Group are afforded to VAA so that a confident recommendation could be made to the full council meeting In May based on a possible reconfigured service. These dialogues continue.

- 1 Both Staff and residents are consistent in supporting of the social enterprise concepts which VAA is putting forward as an alternative approach to on site provision.
- 2 Central to this is trust, relationships and local confidence

- 3 Family members were also supportive of the approach promoted by CAA and impressed by the outcomes of delivering social enterprise in the wake of Home help service end.
- 4 TSO staff felt confident that a move toward CAA could deliver better services.
- 5 The relationship between TSO's and residents and their families is critical therefor potential moves to extent CAA services could be reconfigured by developing new remits within VAA successfully building on local augmented and community voluntarism.
- 6 Residents and staff recognise that the service could be better with more social and recreational activities especially at the weekends, where residents described "we don't want our weekdays to be like the weekends"
- 7 The staff delivering TSO services are very well respected by residents and their families.
- 8 In facilitating the dialogues we wish it to be noted that the staff are clearly immersed in service, dedicated, very caring people who give more than what's required within their remit. This is expressed in the dialogue consistently from residents and their families.
- 9 Building on such high levels and propensity to care provides CAA (if required to provide a service) a critical valuable asset not just to continue excellent services but integral to the training of future workers.
- 10 It was consistently suggested that Concepts of 'sheltered' the confidence of families and feeling cared for and safe from a residents perspective require on site regular support and contact, we believe this could be delivered through a social enterprise approach building on the trust and relationship of existing staff and residents

Diagrams capturing the aspiration of staff and residents are highlighted at the end of this report.

Policy context

The principal policy and legislative shift is described in the Health and Social Care Integration (HSCI) and the Angus Integrated Joint Board (IJB) Strategic plan. This primarily commits NHS Tayside and Angus Council to new ways of working in delivering local care. Whilst statutory and legislative bodies have no legal governance over the voluntary sector it is recognised, through guidance, that there is an important role of the Third Sector, including emerging social enterprises, in delivering on IJB and HSCI outcomes. These outcomes include:

- A move towards localism and locality working
- Coproduction
- Hospital discharge
- Prevention
- Better Care at home

Over the last two years the third sector has risen to the challenge of reshaping care creating an Angus-wide volunteer driving service, extended befriending services, increasing the number of volunteers, new social enterprise and a new third sector collaborative much more involved at the top table of decision making in Angus. Furthermore the 50 largest Third Sector organisations bring in over £25 million to the Angus economy, as part of 902 voluntary and community organisations engaging more than 28,500 adult volunteers. The third sector is therefore well placed, through partnership working, to deliver on new cultures of care.

Organisational and local operational context

Care About Angus

The potential for social enterprise growth should not be understated. Locally based organisations augmented with voluntary effort are accountable to local people and the communities they serve. There is no place to escape to unlike the national private sector or national charities that take centralised decisions on whether services remain or not. Local accountability, the creation of local jobs and local care are defined on local confidence where people decide to volunteer or work in local social enterprises.

‘Care About Angus’ (CAA) offers a unique combination of home support and community based services to individuals in Angus. Market research asserts there is significant need for a service that delivers high quality care that reflects the needs of service users, and is built through dialogue and engagement with key stakeholder groups. We believe further, that by augmenting models and approaches of local care provision with wider/local community/volunteering a more community orientated, person centred service can be delivered. This is consistent with the strategic ambitions supported by stakeholder groups and Scottish Government around transformational and cultural change (Christie). Care About Angus value base is rooted in shifting the balance of care, aligned with pursuits of localism and prevention; ultimately to preserve people’s choice and their dignity to stay at home, with better opportunities to engage in the local community neighbourhood and associational life. We believe this is best delivered in partnership and through augmented approaches to care far removed from the “silos” and “doing to people” cultures and practices of the past.

Voluntary Action Angus

Voluntary Action Angus (VAA) has many years' experience in supporting community/voluntary based organisations and as a Third Sector Interface for Angus has a key grasp of strategic developments in the Community Planning and Health & Social Care agendas. For many years, VAA has led on key cultural changes in, transforming befriending, volunteer groups and community based home support in Angus.

Building on the aforementioned cultural change, opportunities presented themselves for 'Care About Angus' to align with volunteering and other local service provision. This has been very successful and has helped people who were 'housebound' engage in their community visit friends and acquaintances and become volunteers teaching young parents traditional skills such as knitting etc. – a community that views itself no longer as the service user but the service provider in an 'Angus that actively cares'

Employee controlled

Care About Angus is a social enterprise (CIC) where employees control the strategic decision making by; electing directors; having their say on policy and strategy and ensuring that the voice of customers who they serve is articulated in both the delivery of services and the philosophical basis of the organisations values and work. This means Employees are encouraged to:

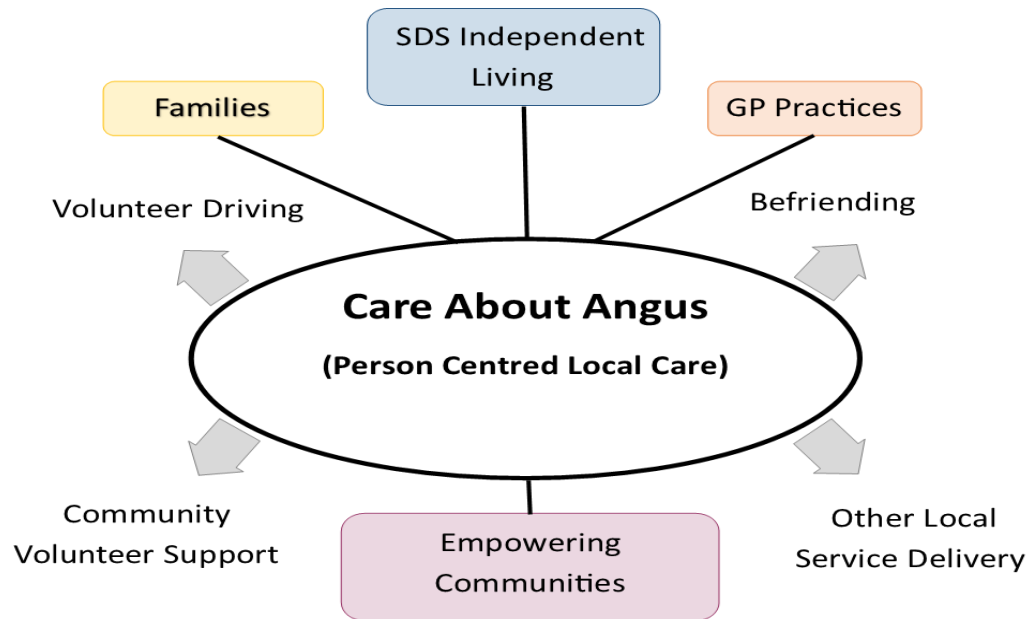
- Engage in regular dialogues with customers either individually or through organised group work discussions, ensuring the values of Care About Angus are consistent with the needs of customers. This is essential to person centred approaches and building the organisation on lived experiences of both customers and staff
- Vote on membership and elections of Directors
- Form a workers advisory group which influences decision making
- Help construct training based on needs
- Act as an influential voice on local matters and augmentation between core services and local volunteering initiatives
- Provide leadership on celebrating the impact of their work

Additional notes

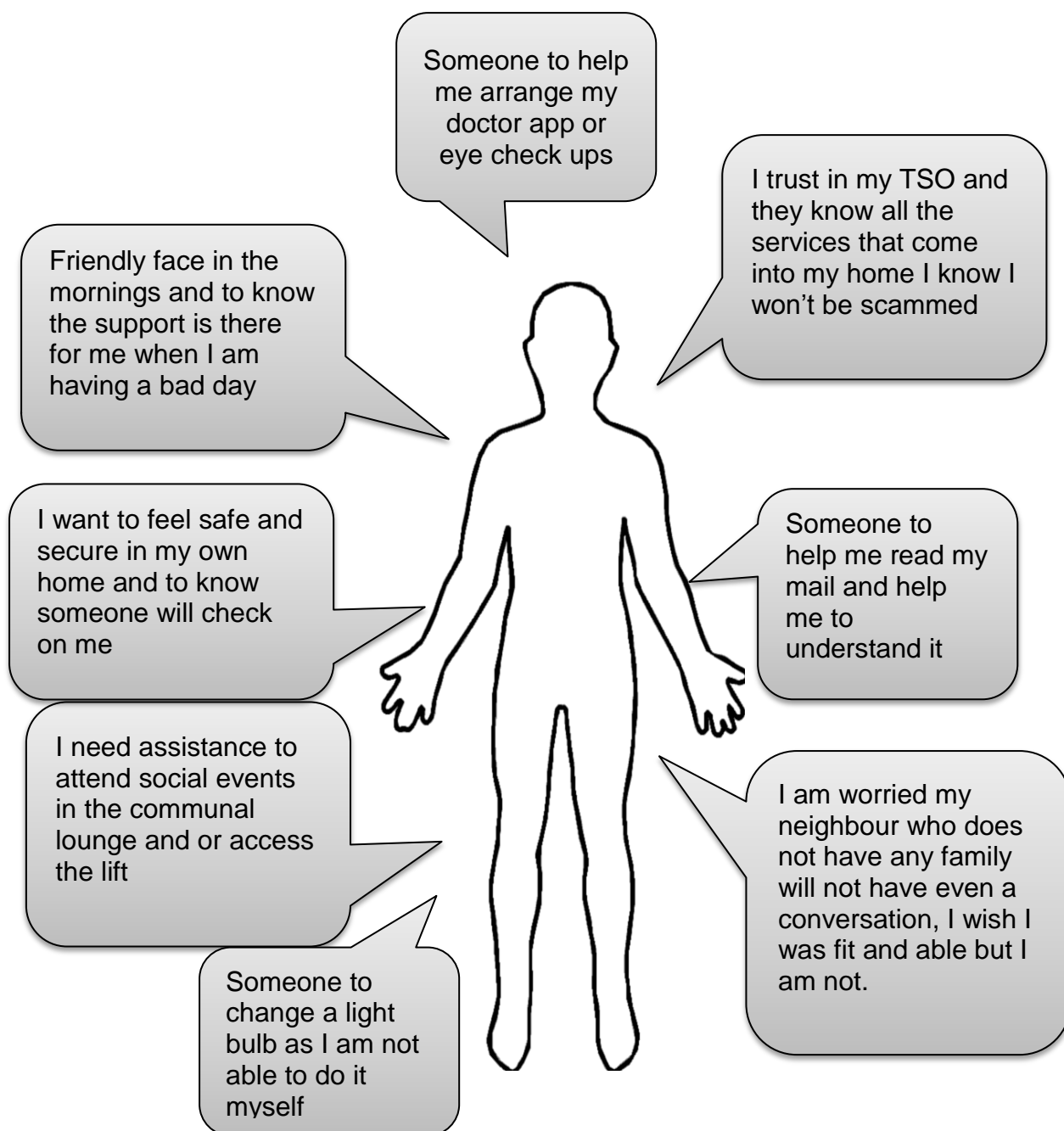
(1) Employees can't however become Directors as in the governing documents.

(2) Any profits made are reinvested into the purpose of the community the social enterprise serves, in this care for elderly and vulnerable people.

Care About Angus



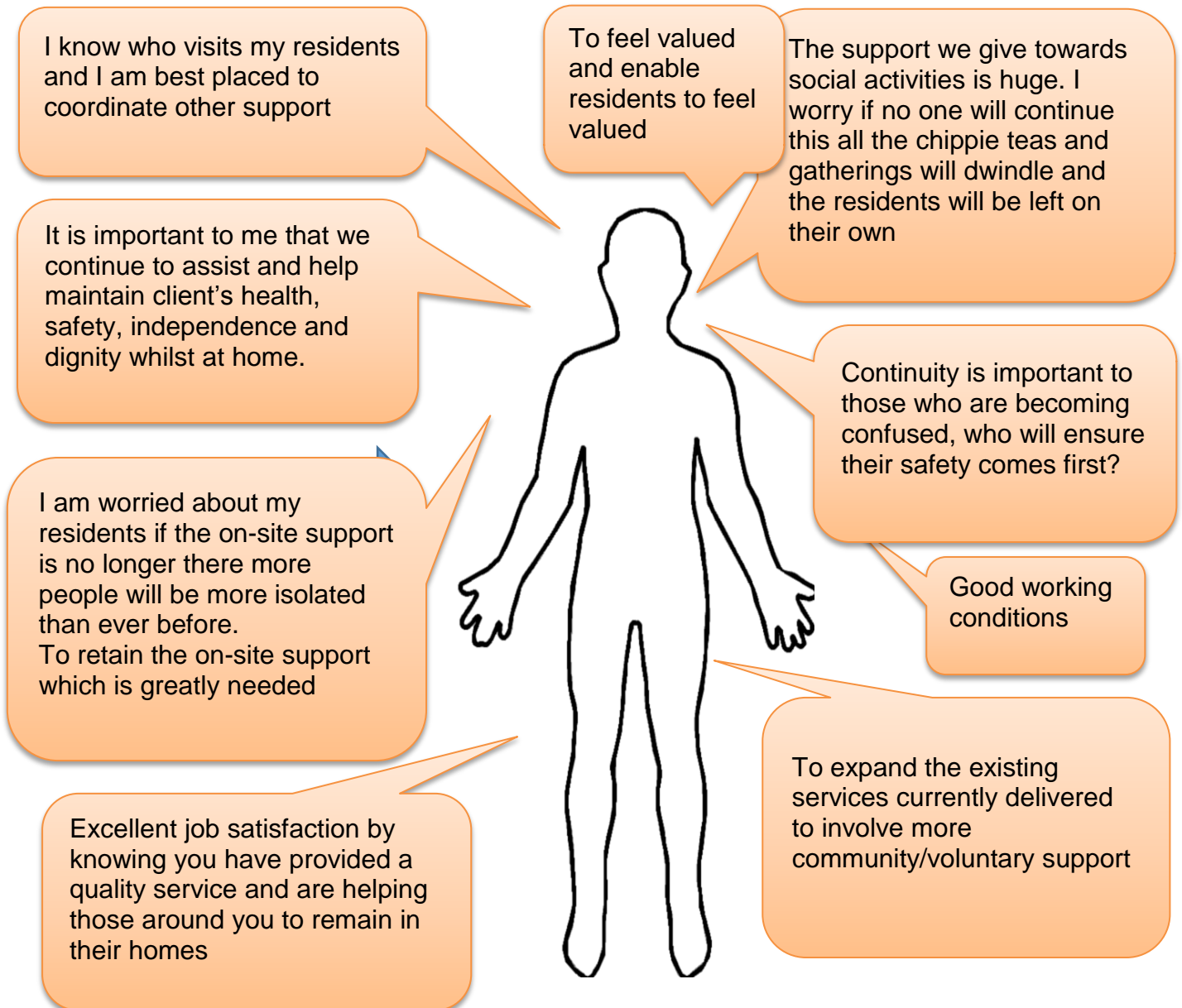
Residents View: What's Important to me?



More Importantly....

“I don’t want every day to feel like a Saturday and Sunday”

Staff : What’s Important to me?



More Importantly....

“What will happen to those who have no families? for those who want to help more but are unable due to ill health? Who will get to know them and treat them with love and respect giving them the support that they so rightly deserve?”