

## Changes to the Extra Care Staffing Structure

Date: 16 December 2022

Report of: Mandy Sawyer, Head of Housing and Homelessness

Report to: Gerard Tinsdale, Chief Officer, Housing

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

Wharfedale View opened in December 2016 and is a 45-unit Extra Care scheme situated in Yeadon. Gascoigne House is a 60-unit scheme in Middleton, due to open summer 2023, it will also be linked to 12 bungalows. In addition, a 65-unit scheme is due to be submitted to planning in December 2022 in Armley, with an anticipated opening date late spring 2025.

The staffing structure at Wharfedale View has changed since 2016 and with the implementation of the new scheme in Middleton it is an opportune time to review and makes changes to the Extra Care staffing structure.

Proposals for new structures are detailed at Section 1 of the report.

### Recommendations

- a) That the Chief Officer, Housing, approves the introduction of the following new posts to the Staffing Structure to support both the existing and new Extra Care schemes:

Wharfedale View:

- 0.5 x B3 Support Officer - £15,570

Gascoigne House (60 units plus 12 bungalows):

- 1 x SO2 Team Leader - £45,510
- 2 x C3 Housing Officers - £76,786
- 1 x B3 Support Officer - £31,140

## What is this report about?

- 1 Wharfedale View opened in December 2016 and is a 45-unit extra care scheme in Yeadon. As the council's flagship scheme it was expected that the original staffing structure may need to be adjusted once we gained a greater understanding of how the building and service operated.

Gascoigne House is currently under construction and is due to open summer 2023. It comprises of 60 extra care units plus 12 adapted bungalows for disabled working age adults or older people with a disability, set around its perimeter. It will be owned and managed by Leeds City Council. This report sets out the proposals for the Housing Management staffing structure. The care provider is being procured through Adults and Health.

It is proposed that the following staffing structure is implemented:

Wharfedale View – introduction of a new 0.5 FTE B3 post to support the daily contact with residents and work to increase the social interaction for residents through activities and building links with 3<sup>rd</sup> sector and community group and developing Wharfedale View as a thriving 'community hub'.

- 0.5 x B3 Support Officer - £15,570
- (Existing posts: 0.8 x SO2 Team Leader and 1.5 x C3 Housing Officers – all included within the 2023/24 budget)

Gascoigne House (60 units plus 12 bungalows) – introduction of:

- 1 x SO2 Team Leader - £45,510
- 2 x C3 Housing Officers - £76,786
- 1 x B3 Support Officer - £31,140

Both schemes will be supported by existing Senior Managers time. Although initially following handover of Gascoigne House their time involvement at that scheme will be much greater.

Both posts are already included within the 2023/24 budget:

- 30% P06 Service Manager – £19,659 (£65,532)  
(20% at Gascoigne House, 10% at Wharfedale View)
- 40% PO4 Housing Manager – £23,491 (£58,729)  
(20% at Gascoigne House, 15% Wharfedale View, 5% Cardinal Court)

Existing job descriptions are in place for all posts.

*(All salaries are based on 2023/24 costs, including on-costs and 4% forecast increase.)*

## What impact will this proposal have?

- 2 The Leeds vision for extra care housing is to work with partner organisations to construct more than 1000 units of extra care housing by 2028 to meet the growing demand for this accommodation type and population forecasts. As part of the Council House Growth Programme, the Council is investing in the development of schemes to enable the initial delivery of up to 200 council owned extra care apartments, with the intention that this investment acts as a catalyst to promote the wider development of extra care across the city.

The development of additional Extra Care schemes is a priority for the Council and it is essential that this is fully resourced.

Learning from Wharfedale View has allowed consideration of a structure which will ensure seamless support to the procurement of future schemes, on-site development, handover and implementation of new schemes. In addition the proposed structure will provide more robust housing management at all schemes.

The posts will be filled via internal recruitment; the talent pool will be checked prior to the posts being advertised. This provides opportunities for staff within the council to develop their skills and experience.

### How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 3 The posts will improve capacity within the Extra Care team to develop and deliver services that promote independence and support the health and well-being of older people that live in the properties. The new structure will ensure that those who need Extra Care or accessible bungalows are supported to apply through the Allocations process.

The 'Vision for Leeds' is aimed at reducing the inequalities that still exist. Due consideration has been given to promoting housing equality and assisting older people and working age adults with disabilities to live independently in the community.

An Equality, Diversity, Cohesion and Integration screening has been undertaken which has identified that the decision is not relevant to equality, diversity, cohesion and integration.

There are no specific climate implications arising from this report.

### What consultation and engagement has taken place?

Wards affected: Middleton Park and Otley and Yeadon

Have ward members been consulted?

Yes

No

- 4 The Director and Executive Member for Housing have been consulted.

The proposals have also been discussed with the Finance Manager and HR Business Partner in Communities, Environment and Housing, who are supportive of the proposals.

The proposals have been shared with the Trade Unions who raised no queries.

### What are the resource implications?

- 5 Wharfedale View and Cardinal Court currently produce considerable rental income to Housing Leeds (2023/24 rents):

- Wharfedale View (36 rental apartments) - £197,861 per annum
- Cardinal Court (18 rental flats) - £68,175 per annum

The anticipated rental income for Gascoigne House and bungalows is (2023/24):

- Gascoigne House (60 rental apartments)- £489,076 per annum
- 12 x 1-bedroom bungalows - £104,158 per annum

A staffing service charge is in place at Wharfedale View (£24.54 per week in 2023/24) which produces additional income of £57,424 per annum.

It is planned for a staffing service charge to be introduced for the 72 units at Gascoigne House and bungalows, which will recover the structure costs set out in Section 1.

The Finance Manager has confirmed that budget provision for the staffing has been included within the 2023/24 budget proposals. However, depending on the actual opening date of Gascoigne House and the allocation of properties there may be a shortfall of approximately

£32,000. The £32,000 is a one-off pressure for the 2023/24 financial year and will not reoccur in future years when all properties are allocated.

### **What are the key risks and how are they being managed?**

- 6 If the staffing structure is not robust residents will not receive an adequate service to allow them to remain as independent as possible, this structure will provide the required level of service
- If the Team Leader is not appointed to commence on 1 April 2023 Allocations could be delayed with residents not receiving the care and support they require.

### **What are the legal implications?**

- 7 There are no legal implications related to the decision.

### **Options, timescales and measuring success**

#### **What other options were considered?**

- 8 Learning from Wharfedale View has been factored into the proposals. The original staffing structure at Wharfedale View was 3 x 18.5-hour C3 Housing Officers managed by an SO2 Team Leader for 1 day per week. As this was the Council's first extra care scheme the levels of resources needed were determined based on comparisons with other extra care providers and it was anticipated that adjustments may be necessary once we became more experienced in managing the scheme. Home Group have also advised that they have made changes to their staffing structures as services have become embedded.

Wharfedale View has been very resource intensive to manage. Re-letting of voids requires more work than for a general needs property with initial contact assessments undertaken by the Housing Team and often a home visit. In addition, care assessments are referred to a joint Panel with Adults and Health, to ensure that the scheme maintains a balanced community whilst ensuring that the Care provider has capacity to meet needs with the Housing Team being a key member of the Panel and also dealing with all administrative elements. There has also been a higher than anticipated turnover of tenancies. A considerable amount of time is spent managing the building itself including ongoing building maintenance and health and safety management. A significant amount of time is also spent in managing communal facilities – arranging wellbeing activities, strengthening connections between the scheme and local community and working with catering and cleaning services. An SO2 Team Leader has therefore been in post since 2018 managing the day-to-day service at both Wharfedale View and Cardinal Court. They have been supported by 20% of a PO6 Service Manager and 40% of a PO4 Housing Manager, this support will reduce when Gascoigne House opens.

#### **How will success be measured?**

- 9 Success will be measured through the increased use of Wharfedale View as a 'community hub'. For Gascoigne House it will be measured through the timely allocation of properties; footfall to the bistro and communal areas and the development of a 'community hub'.
- At all Extra Care schemes regular tenant satisfaction surveys will be undertaken to monitor successes.

#### **What is the timetable and who will be responsible for implementation?**

- 10 Gascoigne House is expected to open in summer 2023. It is essential that the Housing Team are in place in May 2023 ready for handover of the building. This will allow for relevant training

on systems within the building and to conduct viewings and sign-ups prior to residents moving in.

The Allocations Panel will start to meet in April 2023 and it is anticipated that the Team Leader will be in post by 1 April to allow involvement in Initial Contact Assessments, home visits and to assist with the Panel. The Team Leader would also be involved in the recruitment for Housing and Support Officers.

### **Appendices**

- None

### **Background papers**

- None