

**Manchester City Council  
Report for Information**

**Report to:** Health Scrutiny Committee – 30 June 2016  
**Subject:** Adaptations and Equipment  
**Report of:** The Strategic Director Adult Social Services

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**Summary**

This report updates members of the Health Scrutiny Committee on the transformation programme underway for equipment and adaptations services and includes information about the recent award of contracts to undertake major adaptations, the new delivery model for adaptations in properties managed by Housing Registered Providers, collaboration with other providers and the work underway to increase the service offer for the provision of equipment. The report also sets out first thoughts on the proposed changes to the governance and financial arrangements under the LCO from 2017.

**Recommendation**

To note progress with the transformation programme for Adaptations and Equipment Services.

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**Wards Affected:** All

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

None

## **1.0 Introduction**

- 1.1 This report updates members of the Health Scrutiny Committee on the transformation programme underway for equipment and adaptations services and includes information about the recent award of contracts to undertake major adaptations, the new delivery model for adaptations in properties managed by Housing Registered Providers, collaboration with other providers and the work underway to increase the service offer for the provision of equipment. The report also sets out the proposed changes to the governance and financial arrangements under the LCO from 2017.

## **2.0 Background**

- 2.1 Manchester Equipment and Adaptations Partnership (MEAP) is a city wide service, based at the community equipment store in Ancoats. It provides a co-ordinated, comprehensive and streamlined service to disabled and older people to maximise independence, choice, safety and quality of life. The key functions of the service include complex assessment for the provision of equipment and major adaptations to enable disabled people to live as independently as possible within their own homes, in the community, and to enable carers to look after, assessment for priority for rehousing to an adapted or adaptable property, mobility assessments for Blue Badges, and provision of equipment, minors and major adaptations.
- 2.2 As a preventative service, it aims to reduce reliance on care services, slow down admissions to nursing and residential accommodation and reduce falls requiring hospital admissions. The customer base covers both children and adults from birth through to death. Referrals are made via the Contact Centre or from the Primary Assessment Team (PAT) following a low level assessment. MEAP also accept referrals from Children's Services, Manchester Learning Disability Partnership and the Mental Health Trust for people who have not had an initial PAT assessment and from some of the Registered Providers in relation to assessments for Decent Homes works.
- 2.3 Referrals from the three Clinical Commissioning Groups (CCGs) for Community Equipment are received directly on to the on-line ordering system (ELMS). When ordering, referrers are able to select a delivery date and determine the priority of their order. Complex NHS referrals are sent via the Community Equipment Store's sponsored NHS e-mail account. Approximately 70% of all referrals received for Community Equipment are made by staff within the three CCGs.
- 2.4 The service delivers across 4 service areas
- complex assessment,
  - minor adaptations,
  - major adaptations,
  - community equipment

There are currently 55 FTE staff within the service (not including Business Support). This includes managers, occupational therapists, assessment staff, technical officers, mechanical and electrical surveyors, joiners and electricians.

## 2.5 Performance 2015~16

Assessment – carried out 3,993 assessments of which 792 were for Moving and Handling

Equipment delivery – delivered 25,317 pieces of equipment, 99.4% within 7 working days.

Standard Minor Adaptations – delivered 9,037 and non urgent cases are currently installed with a target of 3 days and urgent within 1 day.

Non standard minors – 501 installed. Average delivery time 20 days ( for non-manufactured items)

Major adaptations – 988 installed. Average delivery time 9.2 months. Delays can be due to numerous reasons to do with length of time to complete works, planning permission, information awaited from residents and availability of contractors. Delays have been reduced over the last year through careful oversight of the whole process and the new arrangements with Housing Providers set out below will further reduce delays.

## 2.6 Finance

The current revenue budget is £1,749,965 and this includes staffing, all running costs, equipment, minor adaptation and lift servicing/maintenance for owner-occupiers/private rented tenants.

The Disabled Facilities Grant (DFG) which funds major adaptations for tenants of registered providers, owner-occupiers and tenants of private landlords was increased by 80% this year and is currently set at £5.7m. The DFG is a component of the Better Care Pooled Fund for 2016/17 and features within the Manchester Locality Plan under the transformational programme Housing and Assistive Living Technology.

The service is currently undergoing a transformation programme as it prepares to become part of the new integrated health and social care arrangements. The development of One Team means that as services become more integrated, there is a need to agree a fit for purpose model to ensure services can develop to meet increasingly complex demands.

## 3.0 **Adaptations Service**

- 3.1 This includes the provision of minor adaptations (works costing £1k or less) and major adaptations which are funded via a Disabled Facilities Grant in the main (with the exception of MCC retained stock - managed by Northwards

Housing, Guinness Partnership and 3 PFI contractors) which are funded through the Housing Revenue Account).

- 3.2 The transformation programme has been led by Director of Housing. Following a review of how adaptations were being delivered and in the context of the integration of health and social care services, an in principle decision was taken that Registered Providers and contractors managing the Council's own properties would deliver and fund minor adaptations (works costing up to £1,000) to their own properties.

It was further agreed that they could also deliver their own major adaptations across all Registered Providers and the Council's own properties. This decision was based on the understanding they could deliver the works more cost effectively and quicker than the current arrangements through MEAP.

It is proposed that the existing MEAP service should also be re-formed as Manchester Services for Independent Living. (MSIL)

A number of joint workshops took place starting in November 2015 to work through the detail of how this delivery model would work and from 1<sup>st</sup> April 2016 Registered Provider and contractors managing the Council's own properties began to deliver their own adaptations with the exception of electrical major adaptations such as stairlifts, through floor lifts and track hoists which will continue to be delivered by MSIL.

- 3.3 The new MCC service continues to provide a full installation service on behalf of owner occupiers and private landlords.

The assessment process for minor and major adaptations will be undertaken by MCC, Trusted Assessors in the Primary Assessment Team, Community Assessment Support Service and colleagues in Health such as hospital discharge teams. The new delivery partners are working together to agree a new service level agreement which prescribes the performance measures and outcomes required. The SLA will be subject to periodic review. The new delivery model will continue to be governed by a Board.

- 3.4 The Accessible Homes Strategy is to be presented for consideration and sign off at the Housing Access Board in June which will also recommend that the re-housing function within the former MEAP service will be transferred to Manchester Move within Northwards. A new Accessible Housing Team will be formed to encourage and increase the take up of rehousing to a more suitable property as an alternative to the provision of major adaptations and to make best use of the housing stock.

- 3.5 Two tendering exercises to re-procure the framework contract to supply major and non-standard minor adaptations (electrical and non electrical) were undertaken this year with awards for 2 years with the option to extend for 2 years as follows:-

TC840 Framework for the Supply and Installation Lifts & Hoists (value approx £1.1m per annum)

- Lot 1 – Lifting Equipment & Stair Lifts
- Lot 2 – Through Floor Lifts & Step Lifts
- Lot 3 – Travel & Ceiling Hoists

TC843 Framework for the Supply & Installation of Equipment & Adaptations (value approx £1.9m per annum)

- Lot 1 – Bathing, Toileting, and Miscellaneous Internal Adaptations
- Lot 2 – Traditional Build Extensions
- Lot 3 – Ramps, Hardstands and Miscellaneous External Adaptations
- Lot 4 – Half Steps, Steel Hand Rails and Miscellaneous Minor Adaptations

#### **4.0 Equipment Service**

- 4.1 Orders are placed with the Community Equipment Store by both MCC and NHS staff. Under the terms of the previous SLA, the NHS are charged 50% of all running costs and are charged actual costs for equipment. On average the NHS contribute approximately 45% of the overall budget but do not currently contribute towards minor adaptations (as well as other areas). These are the areas for review and a series of joint workshops are underway to address this rebalancing of service provision and budget and a new SLA.
- 4.2 Transformation programme - Phase 1 looked at the delivery of basic home equipment at the front door. With effect from 1<sup>st</sup> November 2014 following extensive consultation and agreement with the Occupational Therapy Service, based within the service, Contact Manchester began issuing a number of pieces of equipment relating to toileting, mobility, some aspects of daily living and showering at the first point of contact. These requests are limited to those citizens who have no other care needs that require further assessment by either the Primary Assessment Teams or social work teams and whose needs would not be considered to be complex.

Citizens are taken through the process using a set of agreed screening questions by a trained and experienced customer services officer. Once appropriate equipment has been identified this is then ordered directly by the customer services officer and the citizen advised of the expected delivery date or suitable time for the equipment to be collected by the citizen, their family or nominated representative. This is all done via a single phone call with no need for further more expensive interventions, contacts or visits.

This improvement has resulted in citizens receiving their equipment much more quickly than previously and enabled the Primary Assessment Teams (PAT) to prioritise those citizens with other care needs. The figures for the last three months March, April and May 2016 show a total of 605 pieces of equipment issued via this process.

- 4.3 Phase 2 is about supporting One Team and integrated neighbourhood teams. Options have been drafted for an out of hours/extended hours pilot, removal of

the bed assessment form and rapid deliveries. We are working with health colleagues to progress this and agree a new SLA.

## **5.0 Partnership working**

- 5.1 MSIL is working in partnership with GMFRS where MCC staff are signposting with residents' permission, contact details of those residents who would like a home safety check, or who are elderly or disabled so that the Fire Service can prioritise them for a home safety check.

Over the last 12 months, the Fire Service have completed 770 minor adaptation installations on behalf of MCC. This work was very beneficial in removing a backlog on minor adaptations but is no longer required with minors now being installed within 1-2 days.

- 5.2 Care and Repair carried out minor adaptation works as part of a grant. This work has been carried over into this year and Care and Repair are undertaking minor adaptations on behalf of Northwards whilst a long term process is put in place by Northwards.

## **6.0 The Future - One Team and the Local Care Organisation**

- 6.1 The plan to create one Local Care Organisation is progressing and progress is reported to the Health and Well Being Board. The Local Care Organisation will act as the vehicle which will hold a single contract for all out of hospital care from a single commissioning voice. This will be responsible for holding the neighbourhood teams to account for performance and delivery through new models of care. The neighbourhood teams will serve local populations of between thirty and fifty thousand, building upon the One Team model of care to deliver services to patients which reduce dependence on higher acuity care settings. GPs will be central to coordination and delivery of care at a neighbourhood level. Citywide arrangements for MSIL will need to be agreed by the Joint Commissioners in time for April 2017 onwards to take account of the new arrangements.
- 6.2 The DFG and equipment budgets now form part of the Pooled Budget and the increase in the DFG gives the commissioners an opportunity to further develop their specification to increase the number of people who could remain independent at home with an adaptation of equipment, preventing a hospital admission. The service can also plan for speeding up hospital discharges.
- 6.3 New arrangements will be required regarding governance and monitoring of performance and the service specification will need to be put into place as part of the LCO arrangements
- 6.4 Delivery options are currently under review and an options appraisal later in 2016 will review options for delivery and management. This will include opportunities to provide services across GM and initial work has begun on scoping out this opportunity with the other 9 LAs

## **7. Summary**

This has been a period of significant change for the service. The Service backlogs have been addressed, the central government grant has been increased, new contracts have been procured, performance has improved by delivering more equipment at the first point of contact in Contact Manchester and responsibility for delivering 55% of major adaptations has transferred to the Housing Providers.

The next phase is to get the service ready for the integration of health and social care as One Team in terms of a new delivery model, revised service level agreement with health, improved offer to residents and new governance and contracting arrangements. Following the transfer in May, the performance of major adaptations providers will be closely monitored to further reduce the waiting times from 9.2 months.