

REPORT OF THE DIRECTOR OF SOCIAL SERVICES

**FINAL REPORT ON THE BEST VALUE REVIEW OF THE SOCIAL SERVICES
WELFARE RIGHTS SERVICE**

1 SUMMARY

This report sets out the key recommendations of the Best Value Review of Welfare Rights Advice Services.

2 RECOMMENDATIONS

IT IS RECOMMENDED THAT the Housing and Social Services Board:

- 2.1 Agree the proposed strategic and structural changes as the basis for consultation with staff and partners; and
- 2.2 Approve the outline action plan for the implementation of the Review's recommendations.

3 BACKGROUND

- 3.1 An accelerated Best Value Review of Welfare Rights has been undertaken from April 2000 - March 2001. This review covered all Welfare Rights services provided or funded by the Social Services Department and the operational relationship with welfare rights advice provided by other City Council Departments.
- 3.2 This review reported to a Steering Group chaired by the Assistant Director (Policy and Planning) and was advised by a Reference Group containing representatives of local providers, the Legal Services Commission, Housing Choice, the Benefits Agency and City Treasury. A core-working group included a representative from Unison.
- 3.3 The Housing and Social Services Board meeting of February 8th 2001 approved the following vision for advice services in Nottingham, namely:
 - Services should be free at the point of delivery, confidential, impartial, professional and targeted at groups that are most in need.
 - Services should be delivered by a complementary range of providers to ensure all parts of the city receive a fair and equitable service.
 - Council funded services should have the best standards of quality and performance, and monitoring should enable comparisons across providers.
 - Local advice centres should be encouraged to work closely with Area Committees to develop and maintain advice-giving services.
 - Grant Aid should be used to maintain and support the generalist services in the voluntary sector and where possible to lever in external match funding.

- Departmental services should focus increasingly upon priority departmental service users.

4 CURRENT POSITION

- 4.1 The Department manages its own service consisting 13.5 FTE staff with an annual gross budget of £315,180 in 2001/02. In addition to this permanent establishment the Department currently employs 9.5 FTE staff on temporary contracts to undertake specific take up campaigns on issues such as attendance allowance, health primary care take up, etc.
- 4.2 The in-house Welfare Rights Service covers a mixture of client specific advice. This includes work with adults with learning disabilities, the Asian and African Caribbean communities and one local area based team in Bulwell. The service also provides some general advice sessions on an outreach basis in community facilities, and contributes to an advice line run in partnership with the County Council providing advice to the general public each afternoon. In total the in-house Welfare Rights Service raised £2.4 million in additional benefits during the last financial year.
- 4.3 In 2001-2002 the Social Services Department will pay grant aid to 8 voluntary grant aided providers who cover a wide range of voluntary activity inherited at LGR. Coverage from voluntary sector welfare rights organisations is patchy with some parts of the poorest areas of the City being un-supported by local advice. Some of the larger voluntary organisations attract a high level of additional funding and provide both general and high level advice beyond their immediate locality. Smaller organisations largely rely on grant aid from the Department and some experience on-going funding difficulty. Across the City it is estimated that voluntary sector grant aided organisations raised £7.6 million in extra benefits during 2000/01.
- 4.4 The Best Value Review of Social Services Welfare Rights advice has considered the level of welfare benefits advice given by other Departments of the Authority although the detail of these services performance is covered by the Best Value Reviews being carried out by their own respective Departments. Housing have four staff in housing advice that provide some level of welfare benefits advice for Housing Benefit and Council Tax Benefit claimants and the Treasury has 1.8 welfare visitor posts who provide a basic level of advice on benefits. However only one post, the Welfare Rights Officer post within the Revenue Collection Service of the Treasury, offers a full range of advice that is comparable to the SSD WRS service.
- 4.5 Generally welfare rights services demonstrate a strong commitment to a broad range of advice and advocacy for service users based upon a notion of rights and entitlements. An independent inspection of the social services Welfare Rights service has demonstrated the highest national quality mark standard of advice being delivered. The Best Value Review has found some resistance to performance management and monitoring across providers and very varied monitoring information held by agencies.
- 4.6 **CONSULTATION:** There has been substantial consultation with service users with the focus on needs rather than existing service preferences. Consultation surveying has involved:
- § Nearly 400 service users, over 250 organisations and individual stakeholders in the City and 164 managers and their staff in the Social Services Department;
 - § 133 people attended a stakeholder conference;

- § Structured interviews with Management committee members and staff representatives of the 8 funded voluntary projects;
- § Consultation with Staff in the in-house Welfare Rights Service;
- § A Citizen's Panel survey of 500 Nottingham residents plus focus groups;
- § A Joint Conference with the Greater Nottingham Community Legal Service Partnership;
- § Customer satisfaction surveys, exit questionnaires and exit interviews with customer leaving advice premises; and
- § Consultation with service users for whom English is not their first language.

4.6.1 **Conclusion**

- § 86% of customer are either very satisfied or satisfied by services;
 - § Dissatisfaction occurs over response time to enquiry or outcome of case;
- There is a need for:
- § more active co-ordination of City Council Advice Services;
 - § consultancy services, training and co-ordination of welfare rights across the City building on the achievements of the CLS co-ordination group;
 - § a strategy to address the high demand for advice outweighing supply which does not meet the needs of the most vulnerable;
 - § regular and ongoing consultation with specific events to enable the voices of services users to be heard.

4.7 **CHALLENGE:** A need-based assessment of the service, the method of procurement and alternative market options has been considered. This has involved:

- § A detailed geographical analysis of need and the current profile of provision with gaps in services identified.
- § The contribution of advice services to the authority's corporate commitments to regenerating the City and tackling poverty.
- § An examination of procurement methods: grant aid, direct provision, joint funding and commissioning with other partners.
- § Consideration of the kind of services required: welfare rights, income maximisation, generalist or specialist advice,
- § An examination of the local authorities statutory powers to safeguard the welfare of different client groups, the homeless, older people, children in need, people with disabilities, etc.
- § Analysis of welfare rights' impact on revenue for the authority either by affecting the Standard Spending Assessment, revenues from charges or aiding repayment of monies owed to the authority itself.

4.7.1 **Conclusion**

- § A diverse market of advice providers should be maintained in Nottingham;
- § That performance and standards can be improved;
- § That there appears to be shortfalls in geographical areas and specific groups; and
- § That the current deployment of resources should be built upon rather than radically re-ordered.

4.8 **COMPETITION:** An analysis of the market options for different services, the capacity to meet the improvements which consultation has highlighted, the need to re-structure services to supply more variety and choice has been undertaken. It has been observed that:

- § A mixed market currently provides a diverse range of services in advice services in Nottingham;
- § However greater overall strategic co-ordination would allow services to focus on what they are best placed to deliver;
- § Private sector providers are starting to withdraw from legal aid funded advice work; and
- § Nottingham's investment in the voluntary sector is comparable with Leicester and higher than Derby.

4.8.1 **Conclusions**

- § A common information database be introduced to all agencies funded by the authority to ensure like is being compared to like;
- § That reasonable targets for increasing performance by 5% per annum be incorporated into business and service level agreement plans; and
- § Funded partners be encouraged to work towards one major campaign a year across all providers.

4.9 **COMPARISON** Comparisons have been made of provider performance in relation to service, cost, efficiency and quality. This has revealed;

- § Current monitoring systems make it difficult to make quantitative comparisons of performance.
- § Meaningful performance targets will need to be introduced into Business Plans and Service level agreements with common methodology;
- § Benchmarking between Nottingham, Derby City and Leicester City Welfare Rights Services showed broadly comparable performance on case work and advice sessions but a shortfall on training; and
- § It is possible to compare salary levels of front line advice staff. Generally staff salaries in the voluntary sector are also slightly or significantly lower.

4.9.1 **Conclusions**

There should be:

- § A training programme in Nottingham and with other providers in the East Midlands.
- § Encouragement for advice services funded by the grant aid to achieve the highest quality mark possible.

5 CONCLUSIONS TO THE BEST VALUE REVIEW – OPTIONS

5.1 Given the level of considerable demand for welfare benefits advice together with the additional income that advice generates for residents and the economy of the City, an option for ceasing this service is not recommended. The review has sought to examine how a greater efficiency and effectiveness might be achieved within current resources. This has resulted in recommendations for a clearer direction and demarcation of grant aided and in-house services, a strategy for the increasing of capacity by attracting additional external resources and proposals to achieve a more efficient managerial structure.

5.2 The over-riding recommendation of the review is that there should be a differentiation between the in-house Social Services Welfare Rights service and the grant-aided sector. The in-house service will provide targeted and intensive casework to social services clients. Voluntary organisations should provide a broader range of advice and take-up services to the general public and local communities. It is recognised that there is a need for training, development and co-ordination across all advice providers and that resources will need to be developed for this activity.

- 5.3 It is recognised that Best Value aims to achieve a "Step change" in the delivery of services. This will necessitate a significant increase in numbers of enquires seen and cases progressed. For services that require high user contact time, where needs are more complex, such an increase can only be achieved by more focussed management of performance, and by increasing capacity through securing new external resources
- 5.4 Working closely with funding partners in the Greater Nottingham Community Legal Service Partnership it has been possible to plot supply across providers against need and develop a strategy for capacity building. This will include applying to the Community Legal Services for resources to devote to training development and co-ordination across advice providers. Other resource opportunities are being developed to respond to findings of consultation. These include: work with Bestwood Advice Centre (SRB6), and with the Legal Service Commission (Franchises) for the Social Services Welfare Rights service in order to increase capacity. Building on the already existing expansion of Bulwell Advice Centre into the new North and West Service and other initiatives such as the Attendance Allowance Campaign and the Health Action Zone advice in Health Centres. Further external resources are being sought from Partnership Innovation Budget and Invest To Save to develop access to the telephone advice line.

6 OPTIONS

- 6.1 Originally 8 options were considered for restructuring advice service. From these three options were considered in detail. In summary these options were:
- 6.1.1 **Option One:** Restructure the Social Services Welfare Rights Service to achieve Best Value performance and reduce unit costs and refocus work on Social Service service Users.
- 6.1.2 **Option Two:** Social Services withdraw from the direct provision of welfare rights advice retaining a monitoring role and limited area of work with Social Services service users and purchase a greater level of service from the voluntary sector
- 6.1.3 **Option Three:** Withdrawal from welfare rights as such and establish a new income maximisation project with a narrow focus on low to moderate quality advice with a higher turnover of benefit take up based on the Torbay Financial Assessment and Benefits Team project.

7 PREFERRED OPTION

- 7.1 Option One: is the recommendation of the WRS Best Value Review. It entails a small number of significant managerial, and policy changes that will enable the service to build a more effective and coherent response to the high demand for Welfare rights advice in the City. It incorporates a clearer direction and remit for the Social Services Welfare Rights Services and the grant-aided sector and seeks to reduce management overheads. It identifies capacity for development and support to welfare rights across the City.
- 7.2 The key elements of option one include:
- § The Social Services Department Welfare Rights Service increasing its focus on social services users from 30% of current workload to 80%;

- § A streamlining of the management structure and a reduction in management overheads;
 - § The introduction of an amended progression system for Welfare Rights staff based upon appraisal;
 - § Using regeneration finance Bulwell advice centre will be expanded to cover a wider remit as the new North and West Service. It is intended to seek to establish voluntary sector management of this service for the area;
- The creation of a specific support post to aid the grant aided services to:
- § develop avenues for alternative funding and achieve the appropriate quality mark standard;
 - § focus on generalist local advice and welfare rights support; and
 - § develop greater co-ordination across the city councils advice services. (See implementation plan at Appendix 1)

7.3 The impact on the current establishment will be as follows:

CURRENT DEPLOYED RESOURCES IN SOCIAL SERVICES WELFARE RIGHTS SERVICE		
Current Situation		Proposed
Team Leader Po2	Change	Operational manager Welfare Rights Po2
Senior Welfare Rights Officer So2/Po1 Asian	Deletion and replaced with	Team Leader Welfare Rights Po1
Senior Welfare Rights Officer So2/Po1 African Caribbean		Development officer Advice PO1 0.5FTE
Welfare Rights Officer Sc5-So1 African Caribbean	No change	Welfare Rights Officer Sc5-So1 African Caribbean
Welfare Rights Officer Sc5-So1 African Caribbean (HAZ honorarium)	No change	Welfare Rights Officer Sc5-So1 African Caribbean (HAZ honorarium)
Welfare Rights Officer Sc5-So1 Asian	No change	Welfare Rights Officer Sc5-So1 Asian Day Care
Welfare Rights Officer Sc5-So1 Asian	No change	Welfare Rights Officer Sc5-So1 Asian
Vacant Welfare Rights Officer Sc5-So1 Learning Disability and Community Care	Change of designation	Welfare Rights Officer Sc5-So1 Sensory Impairment And Physical Disability
Admin Officer Scale 2/3	Change	Information Officer Scale 4
Admin Officer Scale 2/3	No Change	Admin Officer Scale 2/3
Generic Welfare Rights Officer Sc5-So1	Deleted	To achieve agreed Budgetary Savings
Vacant Welfare Rights Post in Mental Health Services	Redeployed to Welfare Rights	Welfare Rights Officer Mental Health Sc5-SO1
Health Temporary Funding		
Welfare Rights Officer So2 HIV/Aids	No change	Welfare Rights Officer So2 HIV/Aids (Subject To Review Upon Vacancy)
1.5 FTE Welfare Rights Officer HAZ Sc5-So1	No change	1.5 FTE Welfare Rights Officer HAZ Sc5-So1
0.5 FTE Welfare Rights Officer HAZ Sc5-So1 Leaving Care	No change	0.5 FTE Welfare Rights Officer HAZ Sc5-So1 Leaving Care
0.5 Admin Officers Scale 2-3	No change	0.5 Admin Officers Scale 2-3
Temp Departmental Funding		
Welfare Rights Officer AA So2	No change	Welfare Rights Officer AA So2 (Scp)
Welfare Rights Officer AA Sc5-So1	No change	Welfare Rights Officer AA Sc5-So1
Welfare Rights Officer AA Generic Sc5-So1	No change	Welfare Rights Officer Older Persons Generic Sc5-So1
Admin Officers Scale 2-3	No change	Admin Officers Scale 2-3
Welfare Rights Officer Sc5-So1 Learning Disability And Carers	No change	Welfare Rights Officer Sc5-So1 Learning Disability And Carers subject to Carers Grant funding.
North and West Service (incorporating Bulwell Advice Centre)		
Senior Welfare Rights Officer	No change	Senior Welfare Rights Officer So2/Po1 Srb5

So2/Po1 Srb5		
2 FTE Welfare Advice Officers Scale 5-6 (Pending Successful Regarded Appeal)	Change	2 Welfare Rights Officer Sc5-So1 SRB5
1Welfare Rights Officer Sc5-So1 Srb5	No change	1Welfare Rights Officer Sc5-So1 Srb5
0.5 Admin Officer 1-2 (Pending Successful Regrade)	Change	0.5 Admin Officer Scale 2-3
0.5 Admin Officer Scale 2-3	No change	0.5 Admin Officer Scale 2-3
0,5 Welfare Rights Officer Sc5-So1 Sure Start	No change	0,5 Welfare Rights Officer Sc5-So1 Sure Start

8 **FINANCIAL IMPLICATIONS/ CITY TREASURERS OBSERVATIONS**

- 8.1 The finance implications of the proposed changes to the structure of the inhouse service may be summarised as follows:-

Current Structure of Management and Administration				
Title	Scale	Top of scale	Posts	Estimated Cost
Players Court				
Team Leader	PO2	43	1.00	£34,915
Senior welfare Rights Officers (African Caribbean and Asian)	SO2/PO1	36	2.00	£57,548
Generic Welfare Rights Officer	Sc5-SO1	31	1.00	£25,140
Administration Officer	Scale 2/3	17	2.00	£30,965
Bulwell Advice Service				
Advice Officer (Welfare Rights)	Scale 5-6	28	2.00	£44,224
Administration Assistant	Scale 1-2	13	0.50	£ 7,300
				£200,092

And replacing with new structure:

Proposed New Management and Administration in Social Services Welfare Rights				
Players Court				
Operational manager Welfare Rights	PO2	43	1.00	£34,915
Team Leader	PO1	39	1.00	£31,486
Development Officer Advice	PO1	39	0.50	£15,743
Information Officer	Scale 4	21	1.00	£18,183
Administration Officer	Scale 2/3	17	1.00	£15,948
North and West Service (incorporating Bulwell Advice Service)				
Welfare Rights Officers	Scale 5-SO1	31	2.00	£50,280
Administration Officer	Scale 2/3	17	0.50	£7,974
				£174,529

- 8.2 It can be seen from the above that the estimated cost of current posts is £200,092 and the estimated cost of the proposed amendments is £174,529. As a result, a staffing saving of £25,563 in full year at the top of the grade will be achieved. This and subsequent non-staffing savings will make a contribution to the £30,000 savings approved by members as part of the 2001/02 Revenue Budget.

9 OBSERVATIONS OF THE ASSISTANT CHIEF EXECUTIVE (PERSONNEL, TRAINING AND EQUALITY)

- 9.1 The proposals contained within this report are supported. To ensure the effective introduction of the proposals contained within this report it is recommended that the following actions are implemented: -
- 9.1.1 Full and open communication with employees and their representatives should take place on a regular basis throughout the transition phase.
 - 9.1.2 Relevant documentation will be shared with representatives to ensure they have access to regular information on the progress of proposals.
 - 9.1.3 Trade Unions will be given reasonable opportunities to meet with affected employees on an individual and group basis, to identify concerns and offer support.
 - 9.1.4 Any individual employee affected by changes in the structure will receive support and advice from their Line Managers and Personnel as appropriate.
 - 9.1.5 Further discussions should take place with employees regarding the introduction of the new Staff Progression Scheme for existing employees.
 - 9.1.6 That further advice is sought on the potential of transfer of contracts of employment under TUPE in respect to the possible transfer of Bulwell Advice Centre to the Voluntary Sector.
 - 9.1.7 That in any instances where employees are potentially displaced as a result of the restructuring proposals that in the first instance all posts within the Welfare Rights are ring fenced for existing incumbents.

10 TRADE UNION COMMENTS

10.1 Comments from Unison

10.2 CONCLUSION

That the current deployment of resources should be built upon rather than radically reordered, this being the case why is it being proposed that Bulwell Advice Centre going into the voluntary sector?

- 10.2.1 “Generally staff salaries in the Voluntary Sector are also slightly on significantly lower”. This will inevitably impact on the quality of service provided due to the high predominance of unqualified, inexperienced and poorly trained staff.

10.3 PREFERRED OPTION

7.2 AND 9.1.6 Observation

No assurance so far given to members at Bulwell, how the transformation from Social Services employees to voluntary sector employees and will these just become surplus to requirement when SRB funding dries up?. Unison expects the Cabinet Office document “Staff Transfers in the Public Sector – Statement of Practice” to be implemented should any outsourcing of contract be considered.

10.4 EQUAL OPPORTUNITIES IMPLICATION

Review report is rather vague on the Equal Opportunities implication on the Asian and African Caribbean community when the proposed new management and administration structure proposes to delete an African Caribbean post and restructure and Asian post to Team Leader or Development Officer.

11 EQUAL OPPORTUNITIES IMPLICATIONS

The existing Senior Welfare Rights officers Posts are in part targeted at work with the African Caribbean and Asian Communities. Careful planning will be required to ensure that services to these communities are not damaged in the process of restructuring. This may involve capacity building to address any temporary shortfall.

12 CORPORATE OBJECTIVES

Welfare rights underpin the City Councils Core Values of regeneration and anti poverty.

13 BEST VALUE

This report represents the findings of the Best Value Review.

14 List of background papers other than published works or those disclosing confidential or exempt information

Published documents referred to in compiling this report
An Assessment of the Welfare Rights Service Advice Line May-Aug 1999
An Assessment of the Welfare Rights Service Advice Sessions May-August 1999
Customer Satisfaction Survey: Social Services Department Welfare Rights Service – The views of Clients, Stakeholders and Social Services Staff April 2000
Going Forward Together – Conference Report Dec 1999
Welfare Rights Service Action Plan
Welfare Rights Service Best Value Terms of Reference
The Future of Advice Services in Nottingham Social Services Committee 5 July 2000
Mapping Need and Supply of Advice Services – An Analysis of Provision in Nottingham – April 2001
Nottingham Social Services Welfare Rights Service – Customer Satisfaction Exit Surveys
Social Services Department Welfare Rights Service – Benchmarking Report – March 2001
Social Services Department Welfare Rights Service – Finance & Activity Report
Social Services Department Grant Aided Advice Services – Finance & Activity Report
Welfare Benefit Advice Services Across Nottingham City Council Departments – A Review of Activity – March 2001
Obtaining Information & Advice on Legal Rights and Entitlements – Views of the Nottingham Citizen’s Panel – Survey & Focus Group Report – February 2001

15 Published Documents referred to in compiling this report

NONE

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Best Value Implementation Plan

APPENDIX 1

Challenge	Action	Who	When
The Co-ordination of Advice services provided by City Council providers should be increased to raise quality and the degree of support to service users.	§ Continue the work of the Community Legal Services city council Co-ordination group to ensure that each in-house department achieves the appropriate Quality Mark standard.	CLS City Council Co-ord group	Ongoing Work plan to be agreed within Co-ordination Group March 2002
	§ Within the City Council encourage a pooling of expertise, to remove duplication of management efforts within the city council and across providers.		
	§ Develop a training consortium to pool training activities across providers and develop a departmental training programme.	Operational manager Welfare Rights	March 2002
	§ Coordinate various Departments and advice providers and others such as Credit Unions to develop a corporate anti-debt strategy.	CLS City Council Co-ord group	Dec 2001
Clarify remit for Social Services based services overlapping with the Voluntary sector remit. Social Services Welfare Rights needs to be integrated into the department's work with the most vulnerable	§ 80% of users of Social Services Welfare Rights services to be social services referred by April 2003 (currently 30%).	Team Leader Welfare Rights	Monitored by Annual Business Plan
	§ Secure franchise and other funding streams to create additional posts targeted at gaps in public advice and gaps in support to SSD staff and users.	Operational manager Welfare Rights	March 2002
	§ Refocus existing service and posts to address support to vulnerable disabled children, children leaving care, those with Mental health difficulties, adults with disabilities and those moving into residential care by dedicating existing staff.		March 2002
Provide more focussed management structure.	§ Gradually Implement Management restructure during 2001-2002.	Best Value Implementation Core Group	Aug-2001 May 2002
In sufficient direction to the Voluntary sector or partnership working with other providers.	§ Create Development Officer Advice to take over the management of the grant aid.	Best Value Implementation Core Group	Between August 2001 and May 2002

Best Value Implementation Plan

APPENDIX 1

Challenge	Action	Who	When
	§ Create Operational Manager Welfare Rights post. To co-ordinate CLS Co-ord Group	Best Value Implementation Core Group	October 2001
	§ Create Information Officer post to manage administration, information systems, further develop the "Welfare Web" site, and E-mail access as a referral point for service users.	Information Officer	Dec 2001
Improve performance management in the Social Services Welfare Rights Service.	§ Create Team Leader Post to introduce time management and rigorous performance management into Social Services Welfare Rights with clear targets and for each individual/team.	Best Value Implementation Core Group	Nov 2002
	§ Introduce revised Progression system and management and admin restructure subject to discussions with relevant parties.	Best Value Implementation Core Group	December 2002
Improve performance management in Grant aid Service Level Agreements	§ Revise all existing Service Level Agreements to ensure consistent recording; introduce a common simple information system/database across all providers; set credible performance improvement targets for all and provide for independent customer surveying.	Development Officer Advice	March 2002
Develop Independent and consistent consultation on Customers views of services provided.	§ Organise an annual unified citywide consultation exercise across providers to snap shot users views and inform annual grant aid and business plan objectives. Ensure specific consultation with African Caribbean, Asian and other minority groups to be built into such activity	Development Office Advice Operational manager Welfare Rights	March 2002
Establish a co-ordinated strategic approach to addressing gaps in service provision across the city.	§ Work with the partners in the Community Legal services Partnership to develop training programme and address gaps in service provision and monitor distribution of service users on a biennial basis.	Operational manager Welfare Rights	Autumn 2001 and Spring 2002
There is demand for more telephone advice from one	§ Explore funding opportunities with partners to "disaggregate" general telephone advice line and	Operational manager Welfare	March 2002

Best Value Implementation Plan		APPENDIX 1	
Challenge	Action	Who	When
unified point of contact	establish separate general public and Social Services Referrals advice lines.	Rights	
Capacity Building	§ Work with Community Legal Services Partnership to assist voluntary projects increase capacity by using existing grant aid to attract in match funding from other organisations.	Development Officer Advice	Ongoing against agreed work programme
Clarify future of Bulwell Advice Centre/ Northwest service.	§ Appoint North West Service SRB5 funded posts; upgrade admin support and advice worker scales. Explore possibility of an additional debt advice franchise and establish the new North and West Service as a stand-alone service.	Senior WRO Bulwell Advice centre	March 2003
	§ Explore feasibility of moving the new North and West Service (incorporating Bulwell Advice Centre) back into the voluntary sector by no later than March 2003.	Operational manager Welfare Rights	March 2002