

## AGENDA MANAGEMENT SHEET

<b>Name of Committee</b>	<b>County Council</b>	
<b>Date of Committee</b>	<b>21 July 2005</b>	
<b>Report Title</b>	<b>Supporting People</b>	
<b>Summary</b>	<p>This is an update report on the Audit Commission Inspection of the Supporting People Programme in Warwickshire. It includes the Action Plan, which has been agreed by the SP Commissioning Body on 1<sup>st</sup> April 2005.</p> <p>This report also includes progress on the SP Five-year strategy and the 'sign-up' to it.</p>	
<b>For further information please contact:</b>	Rosie James Service Manager – Supporting People Tel: 01926 476849 <a href="mailto:rosiejames@warwickshire.gov.uk">rosiejames@warwickshire.gov.uk</a>	Full copies of the SP Five-year Strategy can be obtained from the SP team Tel: 01926 736513 <a href="mailto:spteam@warwickshire.gov.uk">spteam@warwickshire.gov.uk</a>
<b>Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]</b>	No	
<b>Background papers</b>	Audit Commission Inspection report of the Supporting People Programme in Warwickshire.	
<b>CONSULTATION ALREADY UNDERTAKEN:-</b>	Details to be specified	
Other Committees	<input checked="" type="checkbox"/> Cabinet 13.01.05, Cabinet 28.04.05, Adult & Community Overview & Scrutiny 21.06.05	
Local Member(s)	<input type="checkbox"/>	
Other Elected Members	<input checked="" type="checkbox"/> Cllr Jerry Roodhouse Cllr Martin Brassington Cllr Chris Holman Cllr Raj Randev Cllr Mick Jones	
Cabinet Member	<input checked="" type="checkbox"/> Cllr Colin Hayfield Cllr Izzi Secombe Cllr Peter Fowler	

Chief Executive	<input type="checkbox"/>
Legal	<input checked="" type="checkbox"/> Victoria Gould, Solicitor, Legal Services
Finance	<input checked="" type="checkbox"/> Martin Jones, Head of Resources Management
Other Chief Officers	<input checked="" type="checkbox"/> Ian Bottrill, former Leader of the County Council Ian Caulfield, Chief Executive
District Councils	<input checked="" type="checkbox"/> All Council's
Health Authority	<input checked="" type="checkbox"/> All PCT'S
Police	<input type="checkbox"/>
Other Bodies/Individuals	<input checked="" type="checkbox"/> Probation

**FINAL DECISION Yes**

**SUGGESTED NEXT STEPS:**

Details to be specified

Further consideration by this Committee	<input type="checkbox"/>
To Council	<input type="checkbox"/>
To Cabinet	<input type="checkbox"/>
To an O & S Committee	<input type="checkbox"/>
To an Area Committee	<input type="checkbox"/>
Further Consultation	<input type="checkbox"/>

## County Council – 21 July 2005

### Supporting People

#### Report of the Director of Social Care & Health

##### Recommendation

- That this report and Action Plan is presented to full Council for approval and agreement.
- That the Supporting People Five-year Strategy is presented to full Council for approval and agreement

#### 1. Introduction

- 1.1 This report gives an update on the Audit Commission Inspection of Supporting People Programme in Warwickshire and measures taken so far to address and agree the action plan.
- 1.2 This report also includes progress on the SP Five-year strategy and the required 'sign-up' to it.

#### 2.1 Audit Commission Action Plan

- 2.1.1 All Administering Authorities will have their Supporting People Programme inspected by April 2006 by the Audit Commission.
- 2.1.2 The Audit Commission inspected the Warwickshire Supporting People Programme in September 2004. There were six Inspectors who interviewed a wide range of people from Warwickshire County Council as well as partner organisations, housing providers, and service users.
- 2.1.3 The Audit Commission produced two drafts, which the Partnership responded to. There was also a roundtable meeting held between the Inspectors and SP Partners. Discussion included commenting on factual errors, the negative tone of the report and the lack of context for the implementation of Supporting People in two-tier authorities.
- 2.1.4 The final report was published on 13<sup>th</sup> January 2005. The Audit Commission consistently failed to meet their timescales for the report although the County Council has met all of the deadlines set by the Audit Commission. The report was also originally due to be published week beginning 29<sup>th</sup> November 2004, this then was delayed twice before the final publication date.

## 2.2 Outcome of the Inspection

2.2.1 The assessment of how good the Programme was, resulted in a judgement of 'poor' with prospects for improvement judged to be 'uncertain'.

2.2.2 The main areas for attention to arise from the inspection are:

- Governance arrangements for Supporting People (includes Partnership working)
- Service Users
- Service Reviews
- Strategy Development

2.2.3 Governance of Supporting People

Supporting People has three groups, which have responsibility for the Programme. These are

- Elected Members Group
- Commissioning Body
- Core Strategy Development Group

The main issues that arose in relation to these groups were that

- The membership and responsibilities of each groups needs to be reviewed
- A Core Strategy Groups needs to be established
- Partnership working is not developed and from some stakeholders there is little or no involvement

2.2.4 Since the report has been published the following have been addressed:-

- A Core Strategy Group has been established – this has been developed from the Warwickshire Accommodation Forum and is now called the Warwickshire Accommodation Strategy Group and membership widened. Its remit is wider than SP and encompasses all key partners plus housing providers and aims to develop effective strategic working across all areas relating to accommodation in the county. It will link all housing, accommodation and housing support strategies and plans.
- A Partnership day was held on 7<sup>th</sup> January for all key partners in the Programme to address the issues arising from the Inspection. As a result the roles, responsibilities and relationships for each of these groups have been agreed.
- Terms of Reference are now being consulted on. These should be agreed by the middle of April.
- The Commissioning Body are having an awayday in late May in order to start planning the future aims and objectives of the Programme.

### 2.2.5 Service Users

The issues that arose in relation to service user involvement in the Programme are

- That there needs to be further involvement and inclusion of service users in the Programme by improving access to information
- To include SP in Better Care; Higher Standards
- Integrate the Council's policies on diversity
- To undertake further work on identifying needs of service users
- To provide regular training on SP for statutory organisation staff

### 2.2.6 Since the report has been published the following have been addressed:-

- SP to be included in induction training for Social Services staff. A more in-depth training workshop is now delivered monthly – originally this was for housing providers but SSD Workforce Development will now manage this and offer it to Social Services, District Councils, Health, Probation and housing providers
- Improvements are being made to our website and our leaflets are being amended
- Work is being undertaken in relation to the Equalities Impact Assessment of SP
- A User Engagement Strategy is currently being developed and will involve key partners, service users and SSD Customer First team
- SP to be included in the next Better Care; Higher Standards document
- A Warwickshire housing provider forum has been established and meets quarterly.

### 2.2.7 Service Reviews

The issues relating to service reviews are;-

- To accelerate and monitor reviews
- To adopt a more challenging approach to Value for Money for services
- To work with key partners i.e. Probation and Social Services when undertaking reviews.

### 2.2.8 Since the report has been published the following have been addressed:-

- The service review timetable has been amended, agreed and implemented. There is monthly monitoring and quarterly reporting to Commissioning Body, Elected Members Group and Warwickshire Accommodation Strategy Group
- The SP team has been awarded an additional £45,000 from ODPM to assist in reviews

- A Value for Money assessment methodology is currently being written. In summer 2005 further work is planned to establish 'fair' hourly rates for support and what constitutes low, medium and high levels of support. This will be done in conjunction with providers
- Probation and Social Services staffs have been involved with reviews of services for certain client groups.

#### 2.2.9 Strategy

The issues in relation to strategy are:-

- Ensure understanding at corporate and partnership board level about how SP can help to achieve priorities and targets in other strategies
- Ensure that these strategies are linked to SP
- To agree a list of priorities for funding if monies are available

#### 2.2.10 Since the report has been published the following have been addressed:-

- A Five-year Strategy has been developed and written which details a 'priorities' list. There was a partnership day on 22<sup>nd</sup> March that agreed the strategy 'in principle'. The strategy was subsequently submitted to ODPM by the deadline of 31<sup>st</sup> March 2005
- The CB at it's awayday will develop and agree a methodology in order to decide which priorities will be funded if monies allow
- The Warwickshire Accommodation Strategy Group is mapping related strategies and will ensure that the strategic links are made.

### 3. The Audit Commission's requirements following the Inspection

- 3.1 Following the publication of the report on 13<sup>th</sup> January an Action Plan needs to be developed and agreed by key partners. The first draft of this Plan is attached.
- 3.2 This first draft went to the SP Commissioning Body on 4<sup>th</sup> March for discussion and the second draft agreed on 1<sup>st</sup> April 2005.
- 3.3 The Audit Commission and ODPM will be meeting with the Commissioning Body on 19<sup>th</sup> May to discuss the Plan, it's implementation and to identify resources required. The Action Plan will be monitored periodically.
- 3.4 Supporting People will be inspected again March 2006. Any authority that is judged 'poor' is re-inspected within 12-18 months.

## **4. SP Five-year strategy**

- 4.1 All SP Partnerships has had to submit a five-year Strategy for SP, which sets out the strategic direction and priorities for the Programme in their Administrative Area.
- 4.2 The Warwickshire SP team have been working on this strategy for 18 months and have involved and consulted with a wide range of stakeholders, partners, service users and carers. There were two major consultation days in 2004 followed by a meeting for Elected Members and key partners in January 2005.
- 4.3 The strategy has to be agreed by all the SP Partners (WCC, District/Borough Councils, PCT's and the Probation Service). ODPM recognise that in two-tier authorities this can be a lengthy process and so agreed that as long as it has been informally approved before the submission date of 31<sup>st</sup> March 2005, the formal approval process could follow.
- 4.4 Representatives of the SP Partnership agreed 'in principle' the Warwickshire SP Strategy at a meeting held on 22<sup>nd</sup> March. It was agreed that representatives would take the strategy for formal approval through their own organisations.
- 4.5 The main priorities arising from the Strategy are:
  - Maintain service levels with lower levels of funding
  - Increase service levels for the same funding
  - Remodel services to get better outcomes.

However, as our financial plans show that we do intend to free up some resources for new services, our short list of services for commissioning over the next five years is set out below:

- Increased and rationalised floating support provision for a range of client groups, across all areas regardless of tenure and inclusive of families as well as singles
- Additional supported move-on for a range of client groups
- Additional units of supported accommodation and/or access to floating support for offenders and people at risk of offending
- Comprehensive provision for substance misusers
- A 24 hour cover scheme with county wide access, in an appropriate location
- Services to people with learning disabilities, living in clusters of suitable accommodation, with a support worker living nearby
- Further capacity for people with mental health problems

- County wide tenancy support for deaf people
  - Additional accommodation and support services for women escaping domestic violence
  - To work with partners in developing Extra Care housing
  - To develop Home Improvement Agency Services to ensure there is co-ordination and promotion of their services.
- 4.6 There is a requirement to produce an Annual Plan and a Five-year Action Plan. Both of which are attached. While there is some overlap between the Audit Commission Action Plan and the Strategy Action Plan they are two stand-alone plans required for different purposes.

## **5. Conclusion**

- 5.1 This report gives an overview of the main issues and recommendations arising from the Inspection and details actions already undertaken to address these. All key partners will need to take a report on the Inspection and Action Plan to their respective organisations for approval and agreement.
- 5.2.1 This report also gives an overview of the main priorities arising from the SP Five-year strategy and details the agreement process.
- 5.3 It is recommended that both the Audit Commission action Plan and the Five-year Strategy are approved and agreed by the County Council

Marion Davis  
Director of Social Care & Health

Shire Hall  
Warwick

May 2005



# Warwickshire Supporting People Audit Commission Action Plan

## Service Users

Recommendation	Action	Outcome	AC* Timescale	Responsible Officer	Supported by?	Comments
Improve access to Supporting People information for service users and carers.	Review current information and access to SP services and policy  To identify gaps and deliver appropriate information	Access is improved and information available in a number of formats in relation to SP	April 2005	WASG	CB SP Team All partners	Website improvements/updating underway Audit of leaflets/information available undertaken Open day/rolling road show planned for mid 2005
Include information about Supporting People services in latest Better Care; Higher Standards.	Compile insert for BCHS Annual report	SP is included in BCHS	July 2005 and Ongoing	SM	SSD Adult Commissioning Unit	Completed Feb 05  Review and refine annually
Regular training on Supporting People for Social Services' staff.	Undertake training needs analysis with Workforce Development Manager. Deliver training. Measure number of people trained	Training needs identified and programme of training developed and delivered Awareness and understanding of SP increased	April 2005	SM	Workforce Development team CB ASG	Training needs analysis undertaken. Training starts in April 05 SP to be included in SSD induction
Provide training on SP to partners and stakeholders	Deliver training Measure number of people trained	Delivered awareness and understanding of SP increased		SM	Workforce Development team CB ASG	Linked to above

Recommendation	Action	Outcome	AC Timescale	Responsible Officer	Supported by?	Comments
Complete work already begun on involving service users.	Review service user involvement (SUI) in SP  Map existing groups	Review completed and recommendations ensure action on greater involvement of service users  Map to used in how to involve service users	July 2005	WASG	WASG CB SSD Customer First team SP team	This is an ongoing process. However links already made with SSD Customer First team, consultation integral to Best Value Review of Older People services and ongoing involvement of service users in review process
Integrate WCC policies on diversity into Supporting People and complete Equality Impact Assessment of Supporting People Services.	Review Council's policy on diversity and undertake EIA of SP	Council's policy on diversity integrated into SP and EIA has been undertaken  Target for all partners is to achieve level 2 of CRE standards within 1 year and to implement EIA throughout	April 2005	CB	SM WASG	Work already begun. EIA to be completed in March 05.
Identify housing support needs where service provision is low or non-existent.	Undertake review of housing support needs  Identify gaps	Review undertaken and housing needs identified Gaps in service provision identified and agreed CB to agree options appraisal methodology to agree priorities	July 2005	WASG	WASG	Review to be linked to housing strategies undertaken by District/Borough Councils. BME Housing Needs Study currently being undertaken Included in 5yr strategy. SSD Resource Allocation Panel will give further evidence

## Audit Commission Action Plan

### Governance

Recommendation	Action	Outcome	AC Timescale	Responsible Officer	Supported by?	Comments
Review Member's Group to ensure Members take an active role in development and delivery of Supporting People Programme and oversee recommendations in report.	Undertake a review in conjunction with Elected Members to ensure Members are actively involved in SP and implement recommendations from review	Members involved in developing and delivering the SP Programme and overseeing recommendations in report	April 2005	CB	Elected Members Principal Solicitor SM	Shared responsibility to ensure full membership across District/Borough councils  1 <sup>st</sup> draft reviewed Feb 05
Review membership of Commissioning Body. Consider if Commissioning Body should be placed elsewhere in planning structure.	Undertake review and consider outcome	Review undertaken of membership and placement of group  CB members all have delegated authority from their organisations to take necessary decisions	April 2005	CB	SM	Review undertaken in Jan 05.  Agreement in principle Mar 05  New Chair appointed
Review Terms of Reference and Memorandum of Understanding of Commissioning Body	Terms of Reference and Memorandum of Understanding to be reviewed	Terms of Reference agreed	April 2005	Chair CB	AO SM	ToR reviewed and amended.  Further work needed in respect of Memorandum of Understanding – to be done by July 05

Recommendation	Action	Outcome	AC Timescale	Responsible Officer	Supported by?	Comments
Establish Core Strategy Development Group	To establish Core Strategy Development Group	CSDG established	April 2005	SM	CB EM	Established Sept 04 – called Warwickshire Accommodation Strategy Group (WASG). Remit wider than SP - to inc. all housing/accommodation strategies
Review Terms of Reference of Core Strategy Development Group – to include arrangements to cover any conflict of interest and treatment of confidential or sensitive information.	Review ToR and associated protocols	Review undertaken inc. protocols	April 2005	Chair WASG	EM CB SM WASG	ToR reviewed in Jan 05 and agreed in Feb by CB. Protocols to be reviewed and amended as appropriate by end of Sept 05
Review role of Accountable Officer and ensure it is fit for purpose.	Review role	Role reviewed	April 2005	CB	AO	AO no longer chairing CB. New role as per ODPM guidance. COMPLETED

Recommendation	Action	Outcome	AC Timescale	Responsible Officer	Supported by?	Comments
To develop a more robust approach to ensure that housing related support services are providing value for money. Commissioning Body to ensure explanations can be given for some high hourly rates.	Undertake a review of housing related support services including unit costs  Develop VfM methodology	Robust procedure applied to all ongoing reviews  High hourly rates do not persist unless there is a clear justification for them endorsed by the CB	April 2005	CB	EM WASG SM	Review has already commenced in relation to some high cost learning disability services. Benchmarking of best practice to be developed. Work on VfM methodology commenced March 05
Ensure Best Value Review of services for Older People is supported by all stakeholders and encompasses Supporting People.	To support Best Value Review of Older People and ensure SP is integrated in it.	The CB and WASG are consulted as part of the BVR.  BVR refers to and includes SP and influences policy and strategy development	Ongoing	SM	Best Value Review team WASG CB	Meetings already established between SM and BV team inc. other partners BV reviews to be completed in 2006

## Audit Commission Action Plan

### Reviews

Recommendation	Action	Outcome	AC Timescale	Responsible Officer	Supported by?	Comments
Accelerate and monitor programme of reviews.	To accelerate and monitor programme of reviews	Agree new review programme  Reviews undertaken in accordance with revised programme	March 2005	SM	SP Service Review Manager SP Officers CB	Review timetable revised and agreed by CB Dec 04. Extra grant from ODPM received. Risk assessment process agreed Feb 05. Target of end March 06 will be achieved.
Adopt a more challenging approach to assess value for money for high hourly rates charged by providers and present to Commissioning Body	Review and develop agreed unit costs for services which take account of VfM issues	A more challenging approach is adopted to VfM  Will allow CB to commission new services for agreed priorities	April 2005 and Ongoing	CB	SM EM WASG	Linked to Governance recommendation on VFM.  CB agreed review report format for presenting financial data Feb 05 to establish VfM

Recommendation	Action	Outcome	AC Timescale	Responsible Officer	Supported by?	Comments
Where appropriate, continue to undertake joint reviews with partners. To be discussed and agreed by Commissioning Body.	Undertake joint reviews with partners as appropriate. Overall policy to be agreed by CB	Joint reviews undertaken when appropriate. Policy agreed by CB	Ongoing	SM	CB SP team	Joint reviews already undertaken in relation to learning disabilities and Probation areas of SP  Policy to go to May 05 CB meeting for agreement
Share the service review programme with SSD Contracts Officers and Core Strategy Group when it is updated	To undertake and complete a review of services and share the timetable	Review undertaken and meeting held with contracts team	April 05	SP Service Manager	SM SSD Adult Commissioning Unit	Meeting with SSD contracts team April/May 05

## Audit Commission Action Plan

### Strategy

Recommendation	Action	Outcome	AC Timescale	Responsible Officer	Supported by?	Comments
Ensure that there is understanding at corporate and partnership board level of how Supporting People can help achieve targets and priorities in other strategies.	SP is promoted through all stakeholders and in particular how the Programme can help achieve targets and priorities in other strategies	At least annually a report is available to Chief Executive's of all partners and there is evidence that this has been discussed at cabinet/board level.  SP is actively promoted and understood by all stakeholders/partners  Inclusion of SP in WCC's Strategic Plan	April 2005 and Ongoing	CB EM	All partners SM	Ongoing process. However a number of key meetings have already been held to consider issues of governance and the implications of strategies to inc. SP
Ensure that related strategies and action plans with SMART targets are explicitly linked to Supporting People where appropriate.	Review and ensure other strategies and Action/Annual Plans are linked to SP	Related strategies and Action/Annual Plans are effectively linked to SP with SMART targets e.g. District Housing Strategies, Homeless Strategies, Crime and Reduction Strategies	July 2005	WASG	All partners CB EM SM	Ongoing process. See above comments



Recommendation	Action	Outcome	AC Timescale	Responsible Officer	Supported by?	Comments
Agree which services to resource and develop to assist in achieving health, social care, probation, and housing priorities and targets over next five years.	To develop and link resources and services to ensure the respective priorities of partners are met  To agree options appraisal methodology to use to commission priorities	Agreement is reached and develop 5-year Strategy Action/Annual Plan  New services are commissioned	April 2005	WASG	EM WASG SM	Need to ensure better linkages between all partners in relation to policy and strategy development across all agencies Methodology to be discussed at CB Planning Day May/June 05
Identify and construct short list of schemes that match agreed priorities that may be implemented if funding allows.	Identify and construct short list	A priorities short list is agreed	April 2005	CB	WASG Elected Members SM SP team	Whilst an initial shortlist will be developed the ultimate shortlist cannot be developed until later in 2005 when full information available from structured reviews  Methodology to be discussed at CB Planning Day May/June 05

#### KEY

<b>EM</b>	Elected Members
<b>CB</b>	Commissioning Body
<b>AO</b>	Accountable Officer – John Bull
<b>SM</b>	Service Manager SP – Rosie James
<b>WASG</b>	Warwickshire Accommodation Strategy Group (CSDG)
<b>SP Service Review Manager</b>	Jill Mogg
<b>BV Review Team</b>	Eve Buckland, Kate Woolley
<b>ASG</b>	Social Services Adult Services Group

\*AC = Audit Commission

# **WARWICKSHIRE SUPPORTING PEOPLE (SP) FIVE-YEAR STRATEGY**

## **ANNUAL PLAN FOR 2005/06**

### **INTRODUCTION**

This Annual Plan is designed to complement our Five Year Strategy and Five Year Action Plan. It concentrates on the **immediate** actions required during 2005/06 to ensure that:

- We maintain our capacity to work in partnership, through formal decision making structures, wider consultative arrangements and service user involvement
- We make SP into an inclusive and diverse programme
- We use our Service Review, Value for Money and Contracting/Tendering procedures to keep our SP expenditure on track
- We continue to operate an efficient and effective administrative framework, aimed at promoting service quality and reducing risk
- We map and maintain all the relevant strategic links, so that SP effectively complements (and is complemented by) all other related initiatives
- We start to change the pattern of provision in Warwickshire so that it better meets needs.

Annual Plans will be prepared for each of the Five Years covered by the SP Strategy. These will help us to review our progress – as well as to change direction if necessary.

### **OUR IMMEDIATE PRIORITIES FOR 2005/06**

#### **Governance and Consultation**

To maintain and enhance our governance, decision making and consultation arrangements, we want to:

- Review the terms of reference for the Partnership Board, CB and WASG
- Ensure that SP is on the agenda of the relevant District and Borough Forums
- Establish ways of involving service users and carers.

## **Inclusiveness and Diversity**

To ensure that SP becomes a more inclusive and diverse programme, we want to

- Undertake an Equalities Impact Assessment of SP Services.

## **Service Reviews**

In order to focus our Service Review process on achieving the required savings whilst promoting good performance, we want to:

- Through decommissioning, value for money reviews and new contracts, identify savings equivalent to 6.2% of our budget
- Finish the service review programme so that all of our services will have been thoroughly re-evaluated by 31 March 2006
- Complete the accreditation process for all providers by 31 March 2006
- Introduce a review appeals procedure
- Develop local eligibility criteria for SP funding
- Develop a methodology for assessing Value for Money in services.

## **Administration of SP**

To ensure that we offer a good service in our administration of SP, we want to:

- Develop a new long-term contract. This contract may allow some services to be more flexible i.e. where appropriate it will be based on a set number of funded support hours and a minimum number of users to be supported
- Produce Monthly and Quarterly Financial Reports
- Introduce a Fairer Charging policy
- Review our SP Risk Register.

## **Strategic Links**

In order to ensure that SP is well integrated with our other relevant strategies, we want to:

- Map the links between SP and all other relevant strategies and plans

- Produce a schedule showing the relevant “planning cycles”
- Ensure that all these strategies and plans pick up on SP issues
- Ensure that our next SP Annual Plan picks up on the relevant issues from other strategies.

### **Changing the Pattern of Provision**

To start changing the pattern of provision so that it better meets needs, we want to:

- Develop service specifications for the priority developments set out in the Five Year Strategy
- Develop an “Options Appraisal” methodology that can evaluate proposals aimed at meeting these service specifications
- Develop protocols with Districts/Boroughs and Housing Providers on access to move-on for all the relevant client groups
- Link up with the emerging Older Persons Review of Services and map the implications for traditional sheltered housing, extra care sheltered housing, community alarms and use of assistive technology.

All these action points are included in our Five Year Action Plan (2005/06 to 2009/10) at Appendix 1.

### **REDUCING EXPENDITURE ON SP IN 2005/06**

#### **Main Programme**

Our budget for SP in 2005/06 has been reduced by 5.04%, when compared with the previous year. In order to reduce our expenditure in line with this reduction, we are sorry to say that there will be no inflationary uplift to contracts between 2004/05 and 2005/06, unless providers can demonstrate that this will cause hardship.

This, together with the savings we expect to make through the review process, should enable us to stay within budget.

Our current scenario planning suggests that there will be no uplift between 2005/06 and 2006/07. Again, providers may want to make representations about this later in the 2005/06 financial year.

#### **Administration Grant**

We are committed to managing our (reduced) administration grant to ensure that we are able to achieve the necessary savings and maintain a contingency fund for emergencies.

## **MANAGING THE MARKET**

### **Existing Providers**

We recognise that our existing providers are essential to making SP work in Warwickshire. Through the WASG and Warwickshire Providers Together we will be consulting them on all aspects of SP. We will not always be able to make the decisions that providers want – collectively or individually – about future contracts or newly commissioned services. Nevertheless, we are confident that providers will want to carry on working with us to help vulnerable people across the county.

### **Continuing Services**

In order to ensure that continuing services represent money well spent, we want to:

- Ensure all services that retain funding are providing a strategically relevant and good quality service
- Introduce local Performance and Value for Money Indicators, linking in with new contracts and service specifications
- Use Client Monitoring and Performance Return information to monitor services, ensuring that there is fair access for BME communities and other groups.

Within this context, our expectations will be reasonable. We know, for instance, that 24-hour cover costs money and that abandonments are more common in high turnover projects. We know that we are asking providers to deal with some very challenging needs and our performance expectations for continuing services will reflect that.

### **New Services and Providers**

Some new partnerships will be essential to making our strategy work. For instance, we will need to build better links with private sector landlords. There may need to be some rationalisation of the geographical areas covered by support providers. Again, we are confident that these issues can be resolved through partnership working and consultation.

**Warwickshire Supporting People (SP)  
Five-Year Strategy  
Action Plan  
2005 – 2010**

**Why a Five-year Action Plan?**

We need to ensure that the strategy is a “live” document and becomes a working tool in planning housing related support services. We also know that the strategy is a starting point and that there is a considerable amount of work to be done in the next five years to achieve the aims of this strategy.

**What do we want to achieve in the next five years?**

We want to make sure that housing related support services funded by SP are accessible to all vulnerable people in the county. We need to review the services we inherited to see if they are the ones required to meet developing and changing needs. We will only be able to fund new services if we can identify savings within the services we currently fund. We know that some of our services are deemed to be “high cost” and therefore we need to look at Value for Money (VfM) within these.

Housing related support has traditionally been linked to tenure with most of the services being delivered to people who live in rented accommodation. Over the next five years we need to break this link and ensure flexibility so that people can access services based on their need and not only if they live in rented accommodation.

**How do we achieve this?**

The next five years will see many developments nationally, regionally and within Warwickshire. By working with our partners we aim to deliver more “joined up” services based on joint research into what service users require. Services users are at the heart of this and therefore we will be developing our consultation mechanisms to achieve this.

## SUPPORTING PEOPLE IN WARWICKSHIRE

### AN ACTION PLAN FOR THE 5 - YEAR STRATEGY

LAST UPDATED

MARCH 2005

#### GOVERNANCE, DECISION MAKING AND CONSULTATION

TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
Review of the Terms of Reference for SP Partnership Board, CB, WASG	Review undertaken and Terms of Reference agreed	June 2005 Then every three years	Consultation with groups	<ul style="list-style-type: none"> <li>Minutes of meetings</li> <li>Terms of Reference</li> </ul>	SP Partnership Board CB WASG		Drafts complete – currently being consulted on
Ensure SP represented at District/Borough Forums, Provider Group and Client based strategic groups	SP is strategically linked and feeds into relevant plans/strategies	June 2005	Mapping of relevant groups	<ul style="list-style-type: none"> <li>Strategic MAP</li> <li>Minutes of meetings</li> <li>SP team plan</li> </ul>	WASG District Housing Forums Warwickshire Providers Together		Work commenced
Establish ways to involve service users and carers	Service users and Carers involved in needs mapping and planning of services	End 2005 and ongoing	<ul style="list-style-type: none"> <li>Mapping of user and carer groups</li> <li>SP road show/open days</li> <li>Other organisation consultation events</li> </ul>	<ul style="list-style-type: none"> <li>Map of groups</li> <li>SP User Engagement Strategy</li> <li>Meetings of service users/carers</li> <li>User involvement in service reviews</li> </ul>	WASG District Housing forums SSD Customer First team Service users and carers		

## APPENDIX 2

TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
Develop methodology to identify service priorities for development	Methodology agreed and implemented	July 2005	Commissioning Body Planning Day – May 2005	<ul style="list-style-type: none"> <li>Minutes of meetings</li> <li>Agreed methodology</li> </ul>	Commissioning Body		
Create a link between capital and revenue funding sources	That new Supporting People funded services have appropriate capital investment.	2005 and ongoing	Meetings	<ul style="list-style-type: none"> <li>Minutes/Reports</li> </ul>	Commissioning Body Housing Corporation		



**INCLUSIVENESS AND DIVERSITY**

TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
To undertake Equalities impact Assessment of SP Services	That SP meets the requirements of the Assessment	May 2005		<ul style="list-style-type: none"> <li>Equalities Impact assessment</li> <li>Team plan</li> </ul>	SSD		
Ensure providers are implementing diversity strategies	BME access is proportional to population	2008/09	Reviews and QAF returns	Review documentation and other correspondence	Providers		
To make sure that SP information is available in appropriate format and language	Information on access to SP services is available to all	March 2006	Consultation with BME groups/SSD Customer First team	<ul style="list-style-type: none"> <li>Notes of meetings</li> <li>SP information</li> </ul>	Providers Service Users SSD		
BME representation on any service user groups established	BME representation	2007/08	Consultation with BME groups	Minutes showing attendance	WASG Service Users SSD Customer First team		
Consult relevant stakeholders and potential service users on housing support needs of BME groups, refugees and asylum seekers, gypsies and travellers	Needs analysis	2007/08	Consultation SP team member to attend Traveller Forum	<ul style="list-style-type: none"> <li>Publication of Housing Needs report on BME and Travellers (2005)</li> <li>Notes of consultation meetings</li> <li>Needs analysis reports</li> </ul>	District/Borough Councils and Forums WASG Other stakeholders and service users to be identified		

## APPENDIX 2

TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
Consult Health and Social Services colleagues re: potential support needs of people with HIV/AIDS	Needs analysis	2006	Consultation	<ul style="list-style-type: none"> <li>Notes of consultation meetings</li> <li>Questionnaires</li> </ul>	Service Users Social Services Health		

**SERVICE REVIEWS, PERFORMANCE MANAGEMENT AND VALUE FOR MONEY**

<b>TASK</b>	<b>FINAL OUTPUT</b>	<b>BY WHEN?</b>	<b>ANY KEY MILESTONES?</b>	<b>ANY KEY EVIDENCE?</b>	<b>MAIN PARTNERS</b>	<b>COMPLETED</b>	<b>COMMENTS</b>
Identify 6.2% worth of savings	That the Supporting People budget is not overspent from 2006 onwards	April 2006	Reviews New contracts	<ul style="list-style-type: none"> <li>Review documentation</li> <li>Financial reports</li> </ul>	Commissioning Body		
Complete first round of reviews by 31 <sup>st</sup> March 2006	Review decisions for all services	31 <sup>st</sup> March 2006	Quarterly review monitoring reports	<ul style="list-style-type: none"> <li>Review documentation</li> </ul>	Providers Commissioning Body		
Complete accreditations by 31 <sup>st</sup> March 2006	Accreditation decisions for all providers	31 <sup>st</sup> March 2006	Quarterly accreditation monitoring reports	<ul style="list-style-type: none"> <li>Review documentation</li> </ul>	Providers Commissioning Body		
Amend and further develop review appeals procedure	Guidance to Commissioning Body, WASG and Providers	July 2005		<ul style="list-style-type: none"> <li>Procedures</li> <li>Minutes</li> </ul>	Commissioning Body		
Complete 2 <sup>nd</sup> round of reviews as per published timetable	Review decisions for all services	31 March 2010		<ul style="list-style-type: none"> <li>Review documentation</li> </ul>	Providers WASG		
To develop local Eligibility Criteria	Eligibility Criteria agreed and used as a working tool in reviews and commissioning	May 2005 (review when Grant conditions amended)	Consultation	<ul style="list-style-type: none"> <li>Minutes of meeting</li> <li>Reports</li> </ul>	Providers WASG Commissioning Body		

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TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
To develop an interim Value for Money (VfM) methodology	To identify which services require 'in-depth' work on unit costs	May 2005	Consultation	<ul style="list-style-type: none"> <li>Minutes of meeting</li> <li>Reports</li> </ul>	Providers WASG Commissioning Body		
To develop long-term VfM methodology which establishes 'fair' hourly rates and defines low, medium and high levels of support	To assist in service reviews and remodeling/ commissioning new services	31 <sup>st</sup> March 2005	Meetings with providers – Summer 2005	<ul style="list-style-type: none"> <li>Minutes of meeting</li> <li>Reports</li> </ul>	Providers WASG Commissioning Body		

## IMPLEMENTATION AND FINANCIAL MANGEMENT

TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
Develop new long term contract, that will introduce some flexibility to agreed services – i.e contract based on a set number of support hours to be delivered and a minimum number of service users to be supported.	New contracts	Sept 2005	Consultation meetings	<ul style="list-style-type: none"> <li>• New contract</li> <li>• Minutes of meeting</li> <li>• Reports</li> </ul>	Providers WCC Legal Services Commissioning Body		Work commenced on this in January 2005 and plan agreed with legal services
Start to issue quarterly summaries of key data	Quarterly bulletin to providers and other stakeholders	4 <sup>th</sup> quarter 2005/06 to be issued during quarter 1 2006/07	Consultation on content and format	<ul style="list-style-type: none"> <li>• Minutes of meeting</li> <li>• Bulletin</li> </ul>	Providers WASG		
To produce monthly and quarterly financial reports	To ensure SP spend is within budget and savings identified	June 2005		<ul style="list-style-type: none"> <li>• Minutes of meeting</li> <li>• Reports</li> </ul>	SSD		

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TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
Review performance of Supporting People Team	That Supporting People team is delivering high quality service to stakeholders/providers	2006 and then annually	Annual EFQM Assessments Consultation with providers, users and stakeholders	<ul style="list-style-type: none"> <li>Assessment</li> <li>Notes of consultation</li> <li>Questionnaires</li> <li>Complaints</li> <li>Written/verbal responses</li> <li>Review documentation</li> </ul>	Users Providers Stakeholders Service Users		
Produce annual plans relating to the strategy	Published plans 2005/06 to 2009/10	Annually	Annual budget announcement	<ul style="list-style-type: none"> <li>Annual spend figures reconciled</li> </ul>	WASG Commissioning Body Elected Members		
To review/amend Charging Policy	Charging Policy amended and updated	July 2005 then annually	Budget announcement changes to Grant conditions	<ul style="list-style-type: none"> <li>Reports/minutes of Commissioning Body</li> <li>Policy</li> </ul>	Commissioning Body		
To review Supporting People risk assessment	Risk assessment reviewed and updated	August 2005 then annually		<ul style="list-style-type: none"> <li>Risk assessment</li> <li>Minutes/reports of Commissioning Body</li> </ul>	Commissioning Body		

## STRATEGIC DEVELOPMENT

TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
To map links between Supporting People and other relevant strategies	Supporting People links established	August 2005 and ongoing		<ul style="list-style-type: none"> <li>Minutes of meetings</li> <li>Map of links</li> </ul>	WASG		
To produce a schedule of other relevant strategy/plans	Forward plan developed	August 2005 and ongoing		<ul style="list-style-type: none"> <li>Minutes of meetings</li> </ul>	WASG		
Ensure that Supporting People is fully integrated into these strategies and Action Plans	Integration of Supporting People	August 2005 and ongoing	Consultation Appropriate research	<ul style="list-style-type: none"> <li>Minutes of meetings</li> </ul>	WASG Commissioning Body		
Contribute Supporting People needs information to relevant strategies/plans	Needs of service users incorporated into planning documents	August 2005 and ongoing	Relevant research Annual QAF returns Quarterly P.I returns	<ul style="list-style-type: none"> <li>Review evidence</li> <li>Client monitoring forms</li> <li>SP management information</li> </ul>	WASG Providers		

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TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
To develop appropriate needs mapping methodology	To ensure information data is collected/analysed in consistent and appropriate way.	2006-2010		<ul style="list-style-type: none"> <li>Needs mapping database</li> <li>Care Support</li> <li>Notes from consultation</li> <li>Minutes</li> </ul>	WASG Providers		



**CHANGING THE PATTERN OF PROVISION**

TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
Undertake research into needs of service users for housing related support	Evidence of need	March 2006 then ongoing	Stakeholder meetings January 2005	<ul style="list-style-type: none"> <li>BME Housing report</li> <li>Completed service reviews</li> <li>Minutes of meetings</li> <li>Research reports</li> <li>Consultation with users, providers and stakeholders</li> <li>Questionnaires</li> </ul>	WASG SSD Health Probation Providers Service Users		
To work with partners/stakeholders to plan future pattern of provision i.e tenure free	Appropriate services commissioned	Ongoing	Consultation meetings/events	<ul style="list-style-type: none"> <li>Minutes of meeting</li> <li>Reports</li> <li>New contract (which gives greater flexibility where appropriate)</li> <li>Service specification</li> </ul>	WASG Service users Providers Stakeholders		
To develop service specifications for agreed priorities	Service Specifications	2005 and ongoing	Meetings Commissioning Decision at CB/WASG	<ul style="list-style-type: none"> <li>5-year Strategy</li> <li>Relevant plans</li> <li>Strategies</li> <li>Service specification</li> <li>Minutes of meeting</li> </ul>	WASG Commissioning Body Providers Service Users		

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TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
Review current geographical coverage of floating support services	Services are delivered effectively and efficiently	2006-2008	Consultation meetings and events	<ul style="list-style-type: none"> <li>Minutes/reports of meetings</li> </ul>	WASG Commissioning Body Providers Service Users		
Decommission services where necessary	Termination of contract	Ongoing	Review decisions	<ul style="list-style-type: none"> <li>All review paperwork</li> <li>Minutes of Commissioning Body</li> </ul>	Commissioning Body Stakeholders Service users Elected members		
Commission new services as required	New contracts	Ongoing	Commissioning decision at WASG/CB	<ul style="list-style-type: none"> <li>Minutes/report of WASG/CB meetings</li> <li>Contract and service specification</li> </ul>	Users Providers CB/WASG Elected members		
Remodel existing services using outcomes of reviews	New contract	Ongoing	Review decisions	<ul style="list-style-type: none"> <li>All review paperwork, contract and service specification</li> </ul>	User Providers CB/WASG		

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TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
To develop assisted technology where appropriate.	Service user have appropriate support	2005 and ongoing	Support appropriate bids for Grants consultation meetings	<ul style="list-style-type: none"> <li>Minutes/reports</li> <li>Grant submission</li> <li>Feedback from service users</li> </ul>	SSD Service Users Providers WASG CB		
Develop a Fairer Charging Policy for Supporting People.	Fairer Charging implemented	2005/2006	Consultation policy	<ul style="list-style-type: none"> <li>Applications made</li> </ul>	Providers SSD Service Users		

<b>CROSS-AUTHORITY WORKING</b>
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TASK	FINAL OUTPUT	BY WHEN?	ANY KEY MILESTONES?	ANY KEY EVIDENCE?	MAIN PARTNERS	COMPLETED	COMMENTS
Produce sub regional cross-authority strategy	Strategy	2006	Consultation	<ul style="list-style-type: none"> <li>Minutes and reports</li> </ul>	West Mids RIG Cross Authority Group Solihull and Coventry SP teams WASG		