

AGENDA

SUPPORTING PEOPLE IN KENT COMMISSIONING BODY

Tuesday, 11th October, 2011, at 10.00 am

Ask for:

**Geoff Mills or
Andrew Swan**

**Darent Room, Sessions House, County Hall,
Maidstone**

Telephone

(01622) 694289/696388

1. Apologies
2. Introductions
3. Minutes of meeting - 30 June 2011 and matters arising (Pages 1 - 4)
4. Minutes of the Core Strategy Group meeting (Pages 5 - 8)
5. Presentation on the impact of housing related support
6. Insurance cover for elected members attending Commissioning Body
7. Performance Management (Pages 9 - 18)
8. Floating Support Impact Assessment (Pages 19 - 30)
9. Strategic Review of Access into Short Term services (Pages 31 - 50)
10. Strategic Review of Home Improvement Agencies and Handy Persons services (Pages 51 - 66)
11. Finance Outturn 2011/12 (Pages 67 - 70)
12. Risk Update (Pages 71 - 72)
13. Glossary (Pages 73 - 78)
14. Any other business
15. Date of next meeting

Thursday 26 January 2012, Darent Room, Sessions House, Maidstone
Commencing at 2:00PM.

Contact: Geoff Mills/Andrew Swan, Democratic Services, KCC (01622) 694289/696388
e-mail: geoff.mills@kent.gov.uk Andrew.swan@kent.gov.uk

This page is intentionally left blank

SUPPORTING PEOPLE IN KENT COMMISSIONING BODY

MINUTES OF A MEETING OF THE SUPPORTING PEOPLE IN KENT COMMISSIONING BODY HELD ON Thursday 30 June 2011 at SESSIONS HOUSE, COUNTY HALL, MAIDSTONE

Present:

Ashford Borough Council:	Mrs T Kerly and Aline Hicks
Canterbury City Council:	Cllr T Austin and Mr P Peskett
Dartford Borough Council	Mr P Dosad
Dover District Council:	Mr P Whitfield
Gravesham Borough Council	Mr W Adetoro and Ms S Howes
Kent County Council:	Mr Peter Lake
Maidstone Borough Council	Mr J Littlemore
Sevenoaks District Council	Ms P Smith
Shepway District Council:	Cllr Mrs K Belcourt and Mr B Porter
Swale Borough Council	Ms A Christou
Thanet District Council	Mr C George
Tonbridge & Malling BC	Cllr Mrs J Anderson and Mrs J Walton
Kent Probation:	Mr H Cohn

KCC Officers:

Ms A Slaven (KCC, Director of Service Improvement) Ms C Martin (Kent Supporting People Team), Mr H Manuel (KCC Finance Team) Ms P Southern (KCC, Families and Social Care) and G Mills, KCC Democratic Services.

UNRESTRICTED ITEMS

In the absence of Mr Hill this meeting was chaired by Cllr Mrs Jill Anderson

28. Apologies

(Item 1)

Noted.

29. Minutes of meeting - 17 March 2011 and matters arising

(Item 4)

The minutes of the meeting of the Commissioning Body held on 17 March 2011 were agreed and signed by the Vice-Chairman as a true record. Matters arising were dealt with as appropriate.

30. Minutes and action plan of the Core Strategy Group meeting 23 May 2011

(Item 5)

The Commissioning Body noted for information the Minutes and Action Plan of the meeting of the Core Strategy Group held on 23 May 2011.

31. Performance Management

(Item 6– report by Angela Slaven, Director of Director of Service Improvement)

(1) This report provided a summary of the performance of the programme to date against targets set by the Commissioning Body and recommended a task and finish group be appointed to evaluate the current performance management framework and to recommend the basis for a performance management framework for 2012/13.

(2) Following discussion the Commissioning Body agreed as follows:

(i) the content of the report be noted and agreement be given to the establishment of a task and finish group comprising volunteers from the Core Strategy Group to recommend to the Commissioning Body a performance management framework for 2012/13. Agreement was also given to the Executive Forum of Providers being asked to put forward a nomination to serve on the task and finish group; and,

(ii) confirmation be given to the acceptance of the expenditure of £2,000 per annum to the Centre of Housing Research until and unless a suitable and more cost effective solution is found.

32. Payment by Results

(Item 7– report by Angela Slaven, Director of Service Improvement)

(1) The Communities and Local Government Department has asked Kent County Council to be the Supporting People Programme Payment By Results pilot authority in the South East. This report sought agreement for the Commissioning Body to participate in a Payment By Results pilot in Quarters 3 and 4 of 2011/12 (October 2011 to March 2012) and to the establishment of a task and finish group to look at the proposed model that could be adopted in supported housing in April 2013 subject to Core Strategy Group recommendation, and Commissioning Body approval.

(2) During the course of discussion Mr Porter said, and it was agreed that the impact of existing payments by results for sheltered housing should also be considered as part of the work of the task and finish group.

(3) The Commissioning Body agreed

(i) that it should participate in the CLG Payment by Results pilot and in order to take that forward agreement be given to the establishment of a Core Strategy Task and Finish Group to develop a model for consideration by the Commissioning Body. The impact of existing payments by results for sheltered housing would also be considered as part of the work of the task and finish group.

(ii) the Programme would work with providers and service users to help develop a model for consideration by the Commissioning Body.

33. The Commissioning of Floating Support

(Item 8 - report by Angela Slaven, Director of Service Improvement)

(1) This report proposed the tendering of floating support services to reflect the revised schedule of Supporting People Programme spend in the forthcoming year. The report also proposed the tendering of a total of 1,685 units of specialist and generic floating support services to start to deliver a service in the last quarter of 2011/12. New processes and procedures for floating support would be implemented and it was proposed to commission specialist services on an east/west Kent basis and generic services on an east/west/north and south basis.

(2) During the course of detailed discussion members of the Commissioning Body raised a number of points of detail to which officers responded accordingly. Also Cllr Mrs Belcourt proposed and Cllr Mr Austin seconded that the word 'able' in the penultimate line of paragraph 8 of the report (Legal Implications) be deleted and replaced with the word 'required'. Carried unanimously. Also it be recorded in the minutes that providers will need to seek their own legal advice in relation to TUPE.

(3) The Commissioning Body agreed that subject to the amendment to paragraph 8, as described in paragraph 5 (2) above

(i) the proposals set out in the report to tender floating support services in 2011/12 be agreed,

(ii) the specialist service for the deaf as outlined in section 4 of the report be retained,

(iii) any additional savings that are achieved within the Programme be allocated to floating support services and brought back to the Commissioning Body for agreement,

(iv) it be noted that the Supporting People Programme would tender for new floating support services in accordance with European Union procurement regulations. Also providers would need to seek their own legal advice in relation to the transfer of undertakings of protection of employment (TUPE) in order to resolve whether or not they are required to transfer employees from current floating support contracts into newly configured floating support contracts; and,

(v) The Commissioning Body noted a report on the outcome of the tender process would be submitted to a future meeting.

34. Floating Support Impact Assessment

(Item 9 – report by Angela Slaven, Director of Service Improvement)

(1) The Commissioning Body asked for a quarterly assessment of the impact of the reduction in capacity of floating support services following the non-renewal of district and borough based floating support contracts. Therefore this report provided

information about the demand for and pressures on floating support services within the Kent Supporting People Programme.

(2) During the course of discussion members of the Commissioning Body raised a number of points of detail to which officers responded accordingly.

(3) Following discussion the Commissioning Body agreed to note the contents of the report.

35. Financial Expenditure 2010/11

(Item 10– report by Angela Slaven, Director of Service Improvement)

(1) This report set out the Supporting People commissioning team financial outturn for 2010/11 and the balance held on reserves at 31 March 2011.

(2) The Commissioning Body noted the outturn expenditure of Supporting People Services in 2010/11 and the respective funding streams together with the balances on reserves at 31 March 2011, and the amount to be carried forward to 2011/12.

36. Any other business

(Item 12)

Angela Slaven said that Mr Hill had said he believed it would be helpful to have at future meetings a presentation on some aspect of the work of the Commissioning Body and for these presentations to include input from providers and user groups. The Commissioning Body fully supported this proposal and it was suggested that the first presentation could focus on issues related to Domestic Abuse Refuges.

37. Date of the Next Meeting

(Item 13)

The date of the next meeting of the Commissioning Body is on Tuesday 11 October 2011 in the Darent Room, Sessions House County Hall, Maidstone commencing at 10:00 AM

Core Strategy Group Minutes
Tuesday 13 September 2011
10am, Medway room, Sessions House, Maidstone

Meeting	Core Strategy Group		
Date & Time:	13 September 2011	Meeting No:	
Meeting Place:	Medway room, Sessions House	Minutes By:	Margaret Turner
Present:	Job Title:		
Angela Slaven	KCC – Director Service Improvement (Customer & Communities)		
Claire Martin	KCC – Customer & Communities, Supporting People team		
Sue Gratton	Eastern & Coastal Kent PCT		
Amber Christou	Swale Borough Council		
Peter Dosad	Dartford Borough Council		
Howard Cohn	Kent Probation		
Lauren Hemsley	Thanet District Council		
Gary Peskett	Canterbury City Council		
Janet Walton	Tonbridge & Malling Borough Council		
Paul Whitfield	Dover District Council		
John Littlemore	Maidstone Borough Council		
Melanie Anthony	KCC – Customer & Communities, Supporting People team		
Ute Vann	KCC – Customer & Communities, supporting People team		
Margaret Turner	KCC – Customer & Communities, Supporting People team		
Apologies:			
Madeline Homer	Thanet District Council		
Pat Smith	Sevenoaks District Council		
Bob Porter	Shepway District Council		
Helen Jones	KCC, Families & Social Care		
Jay Edwins	West Kent PCT		
Next Meeting:	Monday 5 December 2011, Pendragon room, Invicta House, Maidstone at 10am.		

Item No	Details of the Item/decisions taken	CSG Member responsible for action
1 & 2.	<p>Apologies & Introductions</p> <p>Apologies were received from Madeline Homer, Pat Smith, Bob Porter, Helen Jones and Jay Edwins.</p>	
3.	<p>Minutes of meeting –23 May 2011</p> <p>The minutes were agreed as accurate.</p> <ul style="list-style-type: none"> • The first Task and Finish Group on Performance Management has taken place. • The Commissioning Body has approved a Task & Finish Group to evaluate the current performance management framework and to recommend whether or not they wish to see changes or additions made to it. The Task & Finish Group for payment by results would logically follow the Task & Finish group for performance management and would include an evaluation of the existing payment by results model within the Supporting People programme. The pilot would then follow the completion of the work of the Task and Finish Group for payment by results. The CLG pilot evaluation period will end in March 2013 and the funding that they have provided to the programme (£10,000) can be used to fund any additional work required in order to implement a potential payment by results model. There will be full consultation with key stakeholder, providers and service users prior to any payment by results model being introduced. 	
4.	<p>Performance Management</p> <ul style="list-style-type: none"> • Report presented and summary given. • There have been improvements in meeting KPI1 and KPI2 targets. • In Appendix Three the number of people who obtained paid work was highlighted. There was a discussion around looking at the barriers to work and whether this related to lack of work skills or relevant training. Members wanted to know if there was a national comparison so that the Kent Supporting People programme could determine whether or not the situation for our service users was any different to other areas and why. A Task and Finish Group was proposed to look at access to education, training and employment for service users and it was agreed that the Task and Finish Group for performance management would look at more meaningful and pertinent measures for determining how successful the programme was in this area and whether or not there are any mitigating circumstances which could be resolved e.g. the welfare benefit system and rents predicating against achieving employment. An initial scoping paper to be presented to the Core Strategy Group in December 2011 and the Commissioning Body in January 2012 in order to propose the setting up of a Task and Finish Group. Issues relating to benefit levels and the cost of Supported Housing was raised and it was 	

	<p>agreed that this should be considered as part of the work including contract values and outcome requirements.</p> <ul style="list-style-type: none"> The Supporting People programme will be presenting a report to the Commissioning Body in March on a strategic review access to education, training, employment and volunteering opportunities. <p>Action:</p> <ul style="list-style-type: none"> Initial scoping paper to be prepared and to include the proposal for a Task and Finish Group for the Core Strategy Group in December 2011 and presented to the Commissioning Body in January 2012. 	SP team
Item No	Details of the Item/decisions taken	CSG Member responsible for action
5.	<p>Strategic Review of Access</p> <ul style="list-style-type: none"> This report sets out a proposal for a different approach to how people access short-term supported housing to make it more transparent. It suggests using Locata. There were questions around how the list would be managed, who would have access to it, how referrals would be prioritised. There were concerns about how this would work for emergency placements such as people escaping domestic abuse. It was agreed that this would be the exception to the rule. Discussions required with Locata and to set out the parameters with key stakeholders. This needs to be reflected in the paper to the Commissioning Body. Kent Home Choice have suggested that there are unlikely to be any additional costs incurred to develop this but if there are then they would need to be agreed the Kent Home Choice Partnership Board. The view was from Home Choice that costs would be negligible and that it would be unlikely given the overall benefit to the partnership that these costs would be refused. <p>Action:</p> <ul style="list-style-type: none"> The proposal will be put to the Commissioning Body but subject to the outcome of a subsequent discussion with the Kent Home Choice Partnership Board to any additional costs incurred being resourced from the Partnership's reserves. 	
6.	<p>Strategic Review of Home Improvement Agencies and Handypersons Services</p> <ul style="list-style-type: none"> A report has been presented to a previous meeting but a more definitive position was requested. After discussion around the funding and geographical areas it was agreed that the proposal to the Commissioning Body for the tendering of the services would be on a District by District basis and for Supporting People funding only. A query was raised on whether the wording in the Specification 2.1.2 (g) "Must be run on a not for profit basis" 	<p>SP team SP team</p>

	<p>was legitimate. The Supporting People team agreed to check the specification with Legal.</p> <ul style="list-style-type: none"> • Report to the Commissioning Body needs to explain the potential efficiencies that can be achieved. • Report to be revised and sent to Core Strategy Group members before the Commissioning Body. <p>Action:</p> <ul style="list-style-type: none"> • Check wording of Specification at 2.1.2 (g). • Revise report and send to Core Strategy Group members before it goes to the Commissioning Body. 	
Item No	Details of the Item/decisions taken	CSG Member responsible for action
7.	<p>Any Other Business</p> <ul style="list-style-type: none"> • A report was brought to the meeting on the second quarterly impact assessment on the reduction in floating support. The areas highlighted were (1) the Impact Assessment, (2) an outline of the need to manage transitional arrangements when contracts end in March 2012 and (3) revision of the processes and protocols. • Proposals were put forward by the Supporting People programme to manage the transitional arrangements. There was discussion around referrals being made to the Supporting People programme that meet Band B and Band C criteria. • Those present felt there was further work to be done and would like the report taken back again to the Core Strategy Group in December and to then go to the Commissioning Body in January 2012. <p>Action:</p> <ul style="list-style-type: none"> • Report to be taken back to Core Strategy Group in December and to then go to the Commissioning Body in January 2012. 	SP team

By: Angela Slaven, Customer and Communities Directorate,
Director - Service Improvement

To: Supporting People Commissioning Body 11 October 2011

Subject: Performance Management

Classification: Unrestricted

Summary

Supporting People services performed well in the first quarter of 2011/12 with notable improvements in the proportion of people achieving and maintaining independence (KPI 1 and 2).

1. Introduction

(1) The performance management framework for Kent Supporting People aims to ensure that the programme has an integrated approach to planning, reviewing and continuously improving its services for vulnerable people. The framework comprises;

- Quarterly workbook data – gives information on those maintaining or achieving independence, the percentage of planned move-on, the number of evictions from supported housing, and the utilisation and throughput of all services.
- Outcomes data – gives information on the agreed outcomes that the service has been able to assist service users to achieve.
- Quality Assessment Framework – sets core objectives for housing related support services and the standards anticipated within them

(2) Additional information is collated from client record forms, reconnection returns and from the floating support database in relation to pending cases and duration of service.

2. Quarterly Workbook data.

(1) The data from quarterly workbooks in 2010-11 was submitted to and published by the Communities and Local Government Department. At the time of writing, the Department had only published data to Quarter 3 (October-January). This performance monitoring and management of local services has continued using local data.

(2) The Commissioning Body set targets of 98% and 71% respectively for Key Performance Indicators 1 and 2 and its performance against these targets over the last 5 quarters is shown in **Appendix 1**.

(3) Whilst the programme has narrowly missed its target of 98% **Key Performance Indicator 1** (KPI1) – achieving or maintaining independence in quarter 1 of 2011/2012, performance has improved on the same period in the previous year (figure 1 in **Appendix 1**) as anticipated in previous Performance report. This means that a greater proportion of vulnerable people are maintaining independence with the help of the programme. Further work is being done with services that report on this indicator to understand and improve the performance levels achieved.

(4) The Programme's performance against the target for **Key Performance Indicator 2** (KPI2) - the percentage of planned departures from short term services - has continued to improve still further on 2010/11 figures. The percentage of people in short term services who have achieved independence has again risen in Quarter 1 and the Commissioning Body's target of 71% has been exceeded (figure 2 Appendix 1)

(5) Workbook data reveals that in quarter 1 of 2011/2012, 9151 vulnerable people were supported by the programme to achieve or maintain independence.

3. Quality Assessment Framework

(1) Validation visits to 172 Supporting People services have now been conducted and concluded during the current contracting cycle. Figure 1 in **Appendix 2** shows the grades awarded as a result of these visits

(2) The visits have led to an improvement in quality grade in 13 services, 12 of these to grade A. A total of 87 services have retained their previous grade, 75 of these at grade B or above.

(3) Figure 2 in **Appendix 2** illustrates how services are currently graded, with 70% now operating above the minimum grade.

(4) There are 55 services that remain to be visited and graded before the end of the current contract period in 2011/12.

(5) In a bid to demonstrate their continuous improvement, a small number of services have requested a further visit by the authority before the end of the contract cycle in order that their achievement of a higher quality grade can be validated.

4. Outcomes

1) Short Term outcomes results for Quarter 1 (April – July) of 2011/12 have recently been received from the Centre of Housing Research at St Andrews

(2) The rate of returns of short term outcomes continues to improve with 79% of all anticipated returns being received against a target of 70%. A small number of providers did not make their returns in time. Whilst late admissions can be accepted, the programme is nonetheless addressing these issues with the providers concerned.

(3) A summary of the outcomes achieved in **short term services** during quarter 1 is supplied in Figure 1 Appendix 3. Outcome returns were received in respect of 632 of those who left short term services in Q1. The data shows that Supporting People services have successfully delivered 84.5% of the outcomes agreed on the support plans of the Q1 cohort. The percentage success rate in short term services in Q1 exceeded the overall rate for 2010/2011 of 82.6%.

(4) The successful achievement of “obtaining paid work” remains a challenge across all client groups. Of the 632 people in the cohort for Q1, 162 recorded that they wished to find paid work as part of their support plan and 52 were successful.

(5) The programme is engaged in detailed work to understand more fully the factors that both assist and hinder vulnerable people in finding work. It is anticipated that the results of this work will be brought to the Commissioning Body in March 2012.

(6) 152 people are recorded as having received help to better manage their substance misuse problems. More detailed work is currently underway to establish the work that is being done and how this supports and co-relates to that done in other commissioned services such as those of the Kent Drug and Alcohol Action team. Providers who have reported success against this outcome have been asked to supply further information that would illustrate the nature of this work.

(7) At the September meeting of the Core Strategy Group, it was identified that there is a need to clarify and understand the outcomes that are being achieved within the programme which co-relate to stakeholder targets and to understand the impact of wider strategic issues such as the forthcoming changes in the welfare benefits system and the costs of supported housing. The Core strategy Group asked for a scoping report to be prepared to set out these issues to be presented to its December meeting and the subsequent meeting of the Commissioning Body, with a view to the setting up of a Task and Finish Group.

5. Future Performance management

(1) The setting up of task and finish group to review and agree a new performance management framework for the Supporting People programme` in Kent was agreed by the Commissioning Body in June 2011.

(2) The first meeting took place on 9 August and terms of reference were agreed. During the meeting the group focussed on programme’s approach to the past requirements of the CLG and an overview of the current performance management framework.

(3) The group will meet monthly and report back to CSG and Commissioning Body in December and January respectively.

6. Conclusion

(1) The Kent Supporting People Programme has shown improvement in its performance against KPIs, and the targets set for outcomes.

(2) Short term services performed particularly well in helping people to achieve independence and move on from temporary housing in a planned way.

(3) The performance of services such as long term accommodation and floating support has responded well to the action taken to improve and further work will continue.

(4) The results of further work to understand the correlation between the impact of the programme on stakeholder targets will be presented in subsequent reports.

(5) A scoping paper, outlining the key strategic issues that may affect the programme's performance in the future will be brought to the Commissioning Body in its January meeting.

Recommendations

1. The Kent Supporting People Programme Commissioning Body is asked to note this report.

Background Documents

None

Contact details -

Claire Martin
Head of Supporting People
01622 221179
Claire.Martin@kent.gov.uk

Melanie Anthony
Performance and Review Manager
01622 694937
Melanie.Anthony@kent.gov.uk

Appendices

Appendix One: Programme performance against Key Performance Indicators

Appendix Two: Programme Performance against the Quality Assessment Framework

Appendix Three: Performance against the Outcomes Framework 2011/12

Appendix One: Quarterly Performance Workbooks

Programme performance against Key performance indicators

Figure 1 Key Performance indicator 1 – Achieving or maintaining independence

KPI 1	Q1 2010/11	Q2 2010/11	Q3 2010/11	Q4 * 2010/11	Q1* 2011/12
Accommodation	98.8	98.1	97.4	97.6	98.9
Floating Support	95.2	94.06	94.4	90.7	92.3
Kent	97.2	96.32	96.1	94.9	97.6
Regional	98.7	98.18	96.2	Not available	N/A
National	98.6	98.57	97.7	Not available	N/A

** Local data only, CLG data not yet published*

Figure 2 Key Performance Indicator 2 - Percentage of planned move ons from short term services

KPI2	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 * 2010/11	Q1 * 2011/12
Accommodation	75.3	81	80.7	79.6	83.0
Floating Support	82.3	85.7	80.6	83.0	93.8
Kent	77.3	82.33	80.7	80.0	85.7
Regional	74.47	76.85	80.7	Not available	N/A
National	77.59	81.21	75.5	Not available	N/A

** Local data only CLG data not yet published*

Appendix Two: Programme Performance against the Quality Assessment Framework

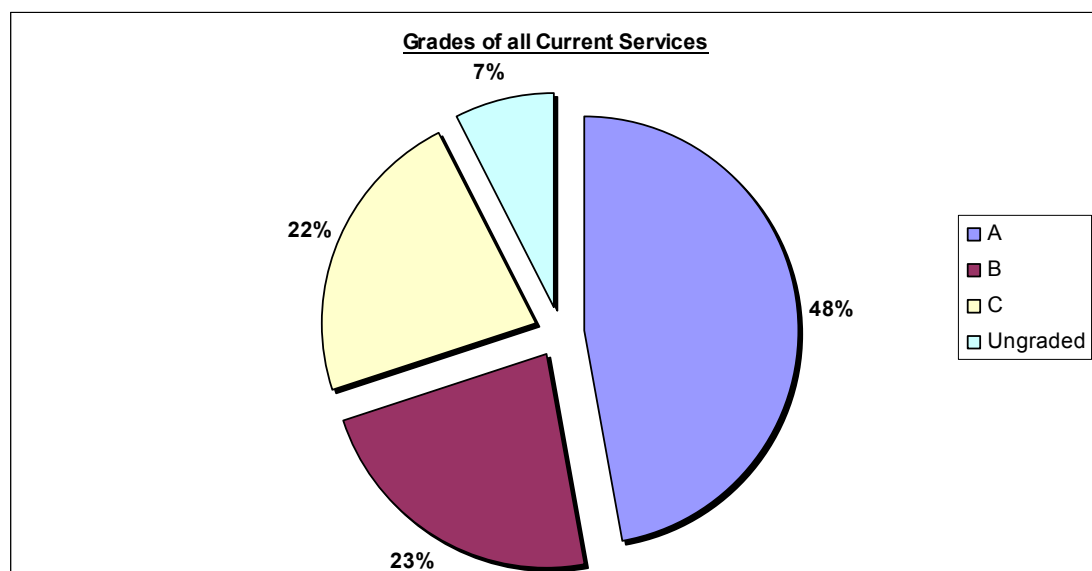
Fig 1 Grades awarded following validation visits 2009/present

Visits conducted in current contracting cycle 2009/11	A	B	C	D	Not graded	Total
Existing Grade	73	43	13	~	43	172
Self assessed grade	84	42	15	~	31	172
Final grade Awarded	91	39	42	0	~	172

Fig 2 Current grades of live services

Service Type	A		B		C		Ungraded		Total
Short Term Accommodation	42	48%	21	24%	16	18%	9	9%	89
Long Term Accommodation	41	41%	20	20%	35	35%	3	3%	99
Floating Support	24	60%	11	28%	0	0%	5	12%	40
Total	107	47%	52	23%	51	22%	17	7%	227

Live services as at 22 August 2011



Appendix Three: Performance against the Outcomes Framework 2011/12 **Short Term Outcome Returns**

Figure 1 Short Term Outcomes Quarter 1 (4th April 2011 - 3rd July 2011). Number of service users in this cohort 632.

Outcome Achieved	Q1 2011/12	Percentage success
Achieving Economic Wellbeing		
Number of people who maximised Income	479	95%
Number of people who reduced debt	269	87%
Number of people who obtained paid work	52	32%
Enjoy and Achieve		
Number of people who participated in training/education	190	75%
Number of people who participated in informal learning	150	91%
Number of people who participated in work-like activities	102	68%
Number of people who established contact with external groups	362	94%
Be Healthy		
Number of people who managed physical health	274	92%
Number of people who managed mental health	309	88%
Number of people who managed substance misuse issues	152	75%
Number of people who used technology to help maintain independence	34	92%
Stay Safe		
Number of people who maintained their accommodation	321	83%
Number of people who secured/obtained settled accommodation	341	76%
Number of people who complied with statutory orders	100	81%
Number of people who better managed self harm	71	96%
Number of people who avoided causing harm to others	56	92%
Number of people who minimised risk of harm from others	143	95%
Make a Positive Contribution		
Number of people who developed confidence and choice	383	91%

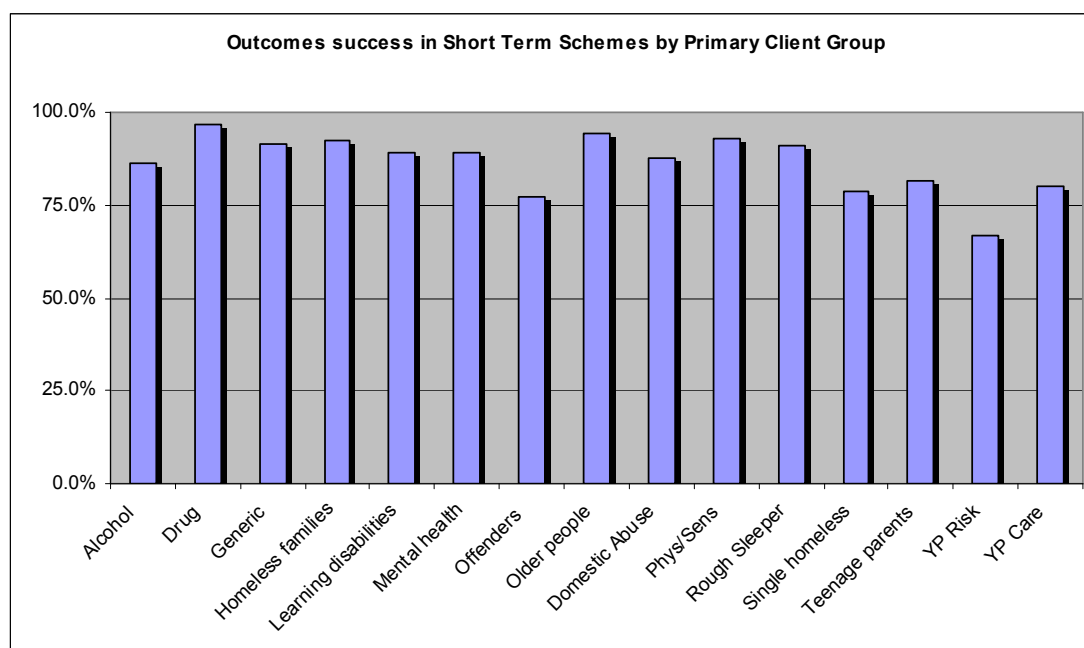
* Some individuals achieve more than one outcome

Appendix Three: Performance against the Outcomes Framework 2011/12

Figure 2 Outcomes Success in Short Term schemes by Primary Client Group

Primary Client Group	Number of individual service users	Number of Outcomes Successfully Achieved*
Alcohol problems	31	255
Drug problems	15	118
Generic/Complex needs	78	539
Homeless families with support needs	6	37
Learning disabilities	10	64
Mental health problems	83	576
Offenders/at risk of offending	33	227
Older people with support needs	20	66
People at risk of domestic violence	71	417
Physical or sensory disability	11	81
Rough Sleeper	49	227
Single homeless with support needs	145	765
Teenage parents	20	116
Young people at risk	47	203
Young people leaving care	11	96
Primary client group not given	2	1
Total	632	3788

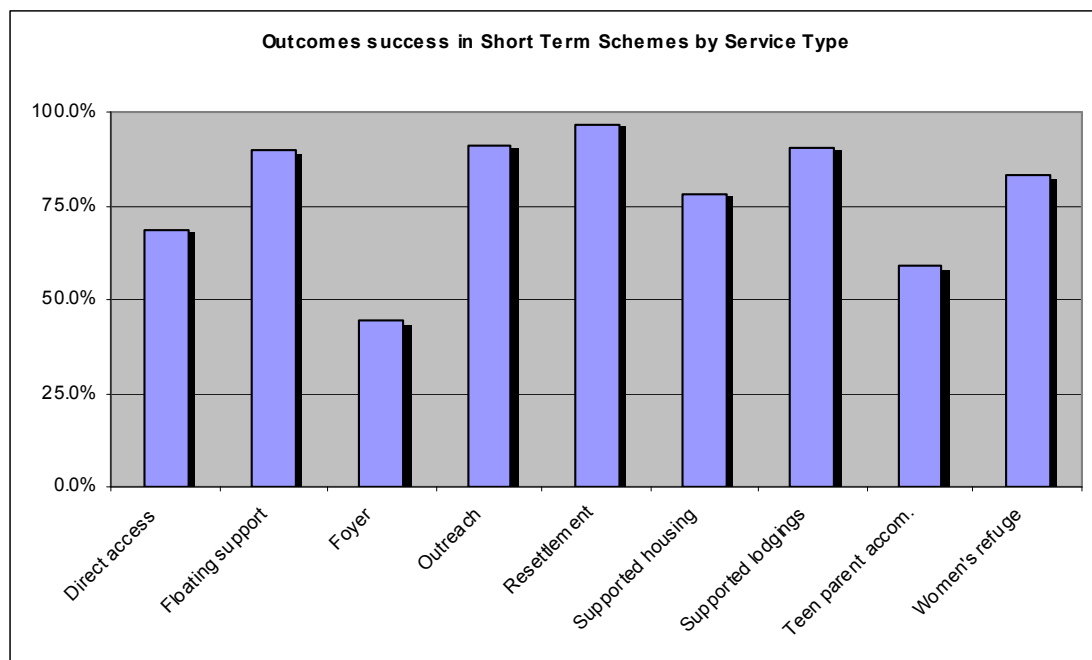
* Some individuals achieve more than one outcome



Appendix 3 - continued

Figure 3 Outcomes Success in Short term schemes by Service type

Service Type	Number of Outcomes Successfully Achieved	Percentage Success
Direct access	206	68.4%
Floating support	1920	89.7%
Foyer	12	44.4%
Outreach service	434	91.2%
Resettlement Services	31	96.9%
Supported housing	918	77.9%
Supported lodgings	93	90.3%
Teenage parent accommodation	28	58.3%
Women's refuge	145	82.9%
Unstated	1	50.0%
	3788	84.5%



This page is intentionally left blank

By: Angela Slaven, Customer and Communities Directorate,
Director - Service Improvement

To: Supporting People Commissioning Body 11 October 2011

Subject: Floating Support Impact Assessment

Classification: Unrestricted

Summary

This is the second quarterly assessment of the impact of the reduction in capacity of floating support services, covering the period May - July 2011.

The report shows that there has been a fall in the number of applications for floating support during the period. Further, the report reveals that overall the number of people waiting to receive floating support has fallen. In addition, the waiting times for those in highest need have been significantly reduced. The report highlights the need to revise the floating support processes and protocols and to plan the transition from existing contractual arrangements to the revised position in 2012-13.

1. Introduction

(1) The Kent Supporting People Programme currently commissions 40 floating support services. These services operate on an east, west or county-wide basis. Referrals to these services are managed via a centralised floating support referral mechanism, which has enabled the Programme to improve access and efficiency. The mechanism also enables the Programme to monitor demand and inform commissioning decisions.

2. Context

(1) The period covered by this report includes a fall in new applications compared to the previous quarter.

(2) The maximum period from which floating support may be delivered changed from one year to two years for all new applications made after 4 October 2010.

(3) The applications and referral process including Banding is described in Appendix 5. There has been no change in the number of floating support units commissioned as at 11.08.11, and the number and distribution of these units is

shown in Appendix 1. There are marginally more units available in the east than the west of the county.

3. Applications

(1) The number of people applying for floating support fell during the period May 2011 – July 2011 when 866 applications were registered compared with 1251 last period. This represents a fall of 31% on the previous period. Appendix 2 shows an analysis of these applications. The majority of new applications (83%) were found to be in highest priority (Band A).

(2) The greatest demand across the county during this period came once again from those who were identified as Single Homeless with Support Needs. These applications represented 20% of all of those made during the period - a figure consistent with last period. All but two of the applications for this group were given a priority of Band A. Of the 179 “Single Homeless with support needs” applications received 159 were living in temporary situations, including lodging with relatives or sofa surfing.

(3) Once again this period, there were more applications received from east Kent (58%) than west Kent (42%) as shown in Appendix 2.1. This distribution is consistent with last period. As in the previous analysis, more applications (122) came from Thanet than any other district. However, the borough with the greatest proportion of A banded applications was Gravesham, where 68 of the 73 applications (93%) were banded A. Overall, Band A applications represented 83% (717) of all applications made.

4. Referrals to Providers

(1) Applications can be referred to support services when vacancies within them arise. Extensive work was carried out with providers during the period to improve the availability of vacancies within services and therefore the number of applications that could be referred into these services. Appendix 3.0 shows that the result of this work is that 1628 applications were referred on to providers for service delivery to begin. This represents an increase of 30% on the previous period.

(2) Of the 1628 applications referred onto providers, 1515 (93%) were banded A

(3) The greatest number of referrals passed to providers came from the generic, single homeless with support needs and domestic abuse groups.

(4) The greatest number of referrals passed to providers was for people living in Thanet, Shepway and Ashford. These referrals alone accounted for 33% of all referrals made to providers.

(5) In every district or borough, the number of referrals made to providers in the period was greater than the number of new applications received.

5. The Waiting List

(1) At the end of July 2011, the total number of people waiting to receive a floating support service fell to 1430 (Appendix 4.0), representing a fall of 523 (27%) since the last report. The number of people waiting fell across all client groups, but the most notable impact of this fall can be seen in Teenage Parents where the numbers waiting fell by 50%, Domestic Abuse (-49%), Young People at Risk (-46%), Offenders (44%) and Single Homeless with support needs (-43%). The greatest single fall in those waiting was seen in the Generic group, where the number of people waiting fell by 114 from 411 to 297.

(2) The number of people waiting fell in each district/borough during the period. The most notable reduction in numbers occurred in Canterbury, where 68 fewer people were waiting, a reduction of 32% since the last report. In addition, the greatest impact of the reduction was seen in Gravesham (-46%), Dartford (-43%) Tonbridge and Malling (-33%) and Dover (-31%)

(3) Of those still waiting, more people are waiting in east Kent (862) than in the west of the county (568.) Thanet has the highest number of people waiting in any one district (192 people, 13.4%) (Appendix 4.1)

(4) Since the last report, the number of people waiting at Band A has fallen from 918 to 371. Of all those waiting 26% are Band A, 63% at Band B and 11% at Band C. The numbers of people at Band B and C has not seen any significant change.

(5) There are 338 people across the county waiting for a specialist mental health floating support service; 70 of these are at Band A and 231 at Band B. The greatest concentrations of demand for mental health services are in Swale, Canterbury and Thanet.

(6) At the point of the analysis, most Band A referrals (276, or 74%) had been waiting for up to 3 months to receive a service (Appendix 4.3). In a marked improvement since the last report, no Band A referral has waited more than 9 months. Of the 9 people who have waited up to 9 months a proportion of these have done so because they have previously been in supported housing. In these cases, the date of their application is not the date that they were not ready to receive a floating support service and this can artificially give the appearance that they have been waiting a long time.

(7) The waiting times for Band B and C referrals have not improved, and there is a slight increase in the number of people waiting for more than 18 months in these bands, despite the increase in the number of referrals made to providers during the period. The reasons for this lie in the proportion of A Band referrals on the waiting list, which take priority over Band B referrals, in accordance with the current floating support protocols.

6. Future commissioning of Floating Support

(1) In its June meeting, the Commissioning Body agreed to a change in the way that floating support is commissioned and the process for tendering the newly configured services began in August 2011. The Commissioning Body has agreed

that it will receive a report regarding the outcome of the tendering process. All existing floating support services will close on 31 March 2012.

(2) Whilst the numbers of floating support units available from 2012 do not differ greatly from 2011, there are some differences in the distribution of these units and their eligible client groups. The transition from one position to the other will need to be carefully managed. In order to ensure that existing recipients do not have their support curtailed prematurely, the Supporting People team will oversee the transfer of these existing cases into new services. As in the previous transfer arrangements, priority will be given to existing recipients.

(3) In order to manage the transfer, it is proposed to suspend the waiting list from November 2011 for all client groups except Band A referrals for domestic abuse, and those who are in temporary living situations such as sofa surfing. This would enable a natural reduction in the numbers of service users in each service as current recipients leave. In turn, a more effective transition to the new arrangements would be possible, whilst ensuring that those whose safety is of greatest concern is not compromised. It is proposed that the suspension would remain in place until March 2012.

(4) The data in earlier sections of this report has highlighted an increase in the proportion of A Band referrals, which has in turn lead to a pressure on the waiting times of lower priority cases. In agreeing to the commissioning of floating support, the Commissioning Body further agreed to the revision of the principles upon which floating support will operate in the future. In its September meeting, the Core Strategy Group agreed to receive a report in this regard at its December meeting which will subsequently be received by the Commissioning Body in January 2012. It is proposed that the new protocols would be effective March 2012.

(5) In the meantime it is proposed to contact those applicants and their referrers to assess whether or not a housing related support service is required.

6. Conclusion

(1) The Kent Supporting People Programme continues to receive high numbers of applications for floating support, though there has been a fall in new applications in the period May - July. The Programme has worked with providers to continue to improve throughput and utilisation. As a result the Programme has been able to ensure that the number of referrals made to providers has exceeded the number of applications received, despite the previous reduction in capacity.

(2) This has enabled the Programme to reduce the number of people waiting for floating support by over 500. The reduction has had the most significant impact on high priority cases whose number has been reduced by 547. However, the programme has not been able to make any significant difference to waiting times for those in lower priority Bands.

(3) There is a need to revise the principles upon which floating support will operate in the future in advance of newly commissioned services commencing in

2012. The revised principles will be brought to the Core Strategy Group and Commissioning Body for consultation and agreement.

(4) The transition from existing contractual arrangements to the revised position in 2012-13 will require careful management. It is proposed that the waiting list is suspended to all new cases except those experiencing domestic abuse and those in temporary living arrangements. This will enable services to be emptied gradually and for existing service users who have needs beyond March 2012 to be safely transferred into new appropriate services.

Recommendations

1. The Kent Supporting People Programme Commissioning Body is asked to **note** the contents of the report
2. The Body is further asked to **agree**
 - (i) the transition arrangements for the existing and new services
 - (iii) to receive a report in January recommending revised principles upon which floating support will operate in the future .

Background Documents

None

Contact details –

Claire Martin
Head of Supporting People
01622 221179
Claire.Martin@kent.gov.uk

Melanie Anthony
Performance and Review Manager
01622 694937
Melanie.Anthony@kent.gov.uk

Appendices

Appendix One Analysis of current commissioned services as at 23.05.11
Appendix Two Analysis of Applications Received
Appendix Three Applications Referred to Providers
Appendix Four Analysis of Waiting List
Appendix Five The Application Process

Appendix 1.0 Analysis of current commissioned services as at 23.05.11

Primary Client Group	West	East	Kent	Grand Total
Alcohol Problems	50			50
Domestic Abuse	108	88		196
Drug Problems	53	66		119
Generic	267	347	87	701
HIV / AIDS			22	22
Homeless Families	78	91		169
Mental Health	82	148	85	315
Offenders	30	25		55
Older people			168	168
Phys/Sens Dis			36	36
Rough Sleeper	32	47		79
Teen Parents	47	69		116
Young People at Risk	24	134		158
Total	771	1015	398	2184

(35.3%) (46.47%) (18.22%)

Appendix Two Analysis of Applications Received By district/Borough and Band

	District	A	B	C	Total
East	Ashford	65	11	2	78
	Canterbury	54	15		69
	Dover	53	4	3	60
	Shepway	80	17	2	99
	Swale	61	14	2	77
	Thanet	96	24	2	122
West	Area Total	409	85	11	505
	Dartford	43	5		48
	Gravesham	68	4	1	73
	Maidstone	73	8	7	88
	Sevenoaks	37	7	3	47
	Ton & Mall	49	8	1	58
	Tun/Wells	38	7	2	47
	Area Total	308	39	14	361
	Total	717	124	25	866

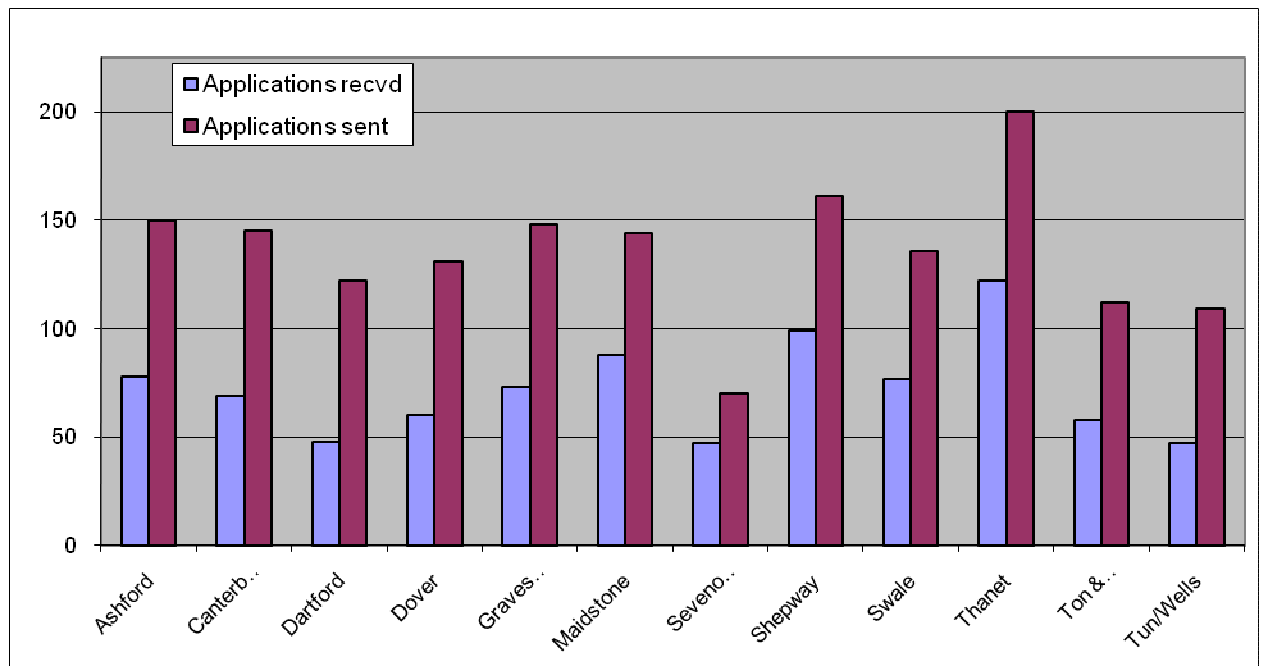
Appendix Two Analysis of Applications Received by district/Borough and Band

	Service Users' district	Alcohol Problems	Domestic Abuse	Drug Problems	Families	Frail Elderly	Generic	Learning Disability	Mental Health	Offenders	Older people	Older people MH /dementia	Phys/Sens Dis	Refugees	Rough Sleeper	Single Homeless	Teen Parents	Traveller	YP Care	YP Risk	Total
East	Ashford	2	7	3	5		11	3	7	1	2					19	9		1	8	78
	Canterbury	2	5	6	5		9	5	11		4		4			12	4		1	1	69
	Dover		1	4	1		8	6	5	2	3		1			16	2		1	10	60
	Shepway	4	12	2	12		17	4	14		6		3			16	2		1	6	99
	Swale	1	7	1	3		5	5	18	1	2		5		2	24	1			2	77
	Thanet	6	5	3	4		10	5	25	3	9		6		2	22	3		7	12	122
west	Dartford		5	1	2		4		10	2	3		2	1		17				1	48
	Gravesham	3	4	2	7		7	4	4	2	3	1	2		1	23	1			9	73
	Maidstone	4	10	1	2		4	3	8	6	6		3		1	14	18			8	88
	Sevenoaks	3	5	1	1		14	3	7	3	2		2		1	3	1			1	47
	Ton & Mall	5	9		2		6	6	6	3	1	1	4			9	2	1		3	58
	Tun Wells		4	1	3	1	8	5	2	3	4		2			4	3		2	5	47
Total		30	74	25	47	1	103	49	117	26	45	2	34	1	7	179	46	1	13	66	866

Appendix Three Applications Referred to Providers

Primary Client Group	Band			Total
	A	B	C	
Alcohol	39	10	1	50
Domestic Abuse	178			178
Drug	38	14	4	56
Families	117	1	1	119
Generic	272	1	1	274
Learning Dis.	69	2		71
Mental Health	149	6		155
Offenders	44	2		46
Older people	28	36		64
Phys/Sens	53	5		58
Refugees	1			1
Rough Sleeper	16			16
Single Homeless	259	1		260
Teen Parents	129	1	2	132
YP Care	10	4		14
YP Risk	113	21		134
Total	1515	104	9	1628

Appendix Three Applications Referred to Providers



Appendix Four Analysis of Waiting List May – July 2011

Waiting time (months)	A	B	C	Total
Up to 1 month	143	30	4	177
3	133	84	17	234
6	86	141	27	254
9	9	119	20	148
12		171	23	194
18		238	50	288
24 months		103	12	115
over 24 months		16	4	20
Total	371	902	157	1430

By: Angela Slaven, Customer and Communities Directorate,
Director - Service Improvement

To: Commissioning Body 11 October 2011

Subject: Strategic Review of Access to Short-term Supported
Housing

Classification: Unrestricted

Summary

The Kent Supporting People Programme undertook a strategic review of access to short-term accommodation based supported housing. The Supporting People Programme aims to ensure that there is uniformity in the approach to information provision, application processes and procedures, and the availability of services. The proposal within this paper is that short-term supported housing referrals are managed utilising a centralised referral mechanism within the Kent Home Choice system. Kent Home Choice is already managing a choice based lettings system provided by Locata on behalf of all the Local Housing Authorities and Housing Associations in Kent.

1. Introduction

(1) The Supporting People Programme undertook a strategic review of access into short-term accommodation based supported housing services. These services are housing based with housing related support being provided in a specifically designated building. An example of this is a refuge for women escaping domestic abuse. These services are provided for up to two years and are accessed via direct contact with the provider by an individual applicant or an agency on their behalf, and are on the basis of need, risk assessment and a defined eligibility criteria. There are currently waiting lists for the majority of services with often lengthy periods of waiting for service users. The findings of the Strategic Review of Access were:

- Information provision needs to be improved
- Availability of services needs to be stream-lined and rationalised
- Application processes and procedures need to be the same
- The reasons for not providing a service need to be clear
- Reasons for eviction need to be collected
- Move-on needs to be enhanced

(2) Other issues identified through analysis of referral data are as follows:

- Multiple referrals are made by agencies and individuals to services (this trend is most apparent in single homelessness services). Self referrals are the most popular way of accessing services.

- The greatest range of ethnicity is found in domestic violence
- The demand for services for young people at risk continues to be significant
- There are a significant number of individuals who are alternating between sofa surfing, sleeping rough and living with family or friends
- The strategic review has reinforced the need to enable access to services across the county
- There are a significant number of people who are unable to access any supported housing

2. The Supporting People Programme's Recommendations from the Strategic Review

(1) The Supporting Programme currently enables access to long-term accommodation based supported housing via Kent Home Choice. Kent Home Choice is a choice based lettings scheme which is utilised by the districts and boroughs, Medway Unitary, Supporting People, and the majority of housing associations of Kent and Medway.

(2) The Supporting Programme is not suggesting that vulnerable people should bid for short-term supported accommodation but rather that the functionality that is available within Kent Home Choice could be utilised in order to develop what would effectively be a centralised referral mechanism for short-term supported housing. The only exclusion should be refugees for women escaping domestic abuse due to the nature of this service.

3. Consultation and Communication

(1) As part of the review, the Programme consulted with a wide range of stakeholders, including districts/boroughs, providers and current service users.

(2) An Equality Impact Assessment is attached as Appendix 3.

4. Risk and Business Continuity Management

(1) The Supporting People Programme will continue to monitor and review providers on the basis of the findings of the strategic review, and will ensure that there is a smooth and managed transition to the utilisation of Kent Home Choice to deliver a centralised referral mechanism to access short-term accommodation-based supported housing. The risks and issues log is attached (Appendix 2).

5. Financial Implications

(1) The Supporting People Programme is already part of Kent Home Choice as a strategic partner and pays an annual fee of £6,264. The fee next year will be £6,076.

(2) Kent Home Choice has confirmed that there is unlikely to be any further expenditure incurred in relation to this proposal. Kent Home Choice has confirmed that if the costs of developing additional functionality are more than £1,000 that they will carry this risk and the Kent Home Choice Board would need to agree to additional funding being sourced from its reserves.

6. Legal implications

(1) The Programme will ensure that contractual arrangements with providers are not compromised, and that specifications are adjusted accordingly.

7. Sustainability Implications

(1) The Supporting People Programme will work with Kent Home Choice to ensure that access to a centralised referral mechanism for short-term accommodation based supported housing services remains a viable solution that can continue to be funded in the medium to longer term.

8. Conclusion

(1) The Strategic Review has concluded that the best possible solution to the findings is to ensure that access to these services is managed via Kent Home Choice system using a centralised referral mechanism. The Programme will start to work with Kent Home Choice, key stakeholders including providers and service users to implement this by April 2012 if the recommendation is agreed by the Supporting People Commissioning Body.

Recommendations

The Commissioning Body is asked to agree that;

1) The Kent Home Choice system is utilised to deliver a centralised referral mechanism for short-term accommodation-based supported housing services.

2) The Supporting People Programme seeks the agreement of the Kent Home Choice Board to the usage of their reserves if costs exceed £1,000.

Contact details -

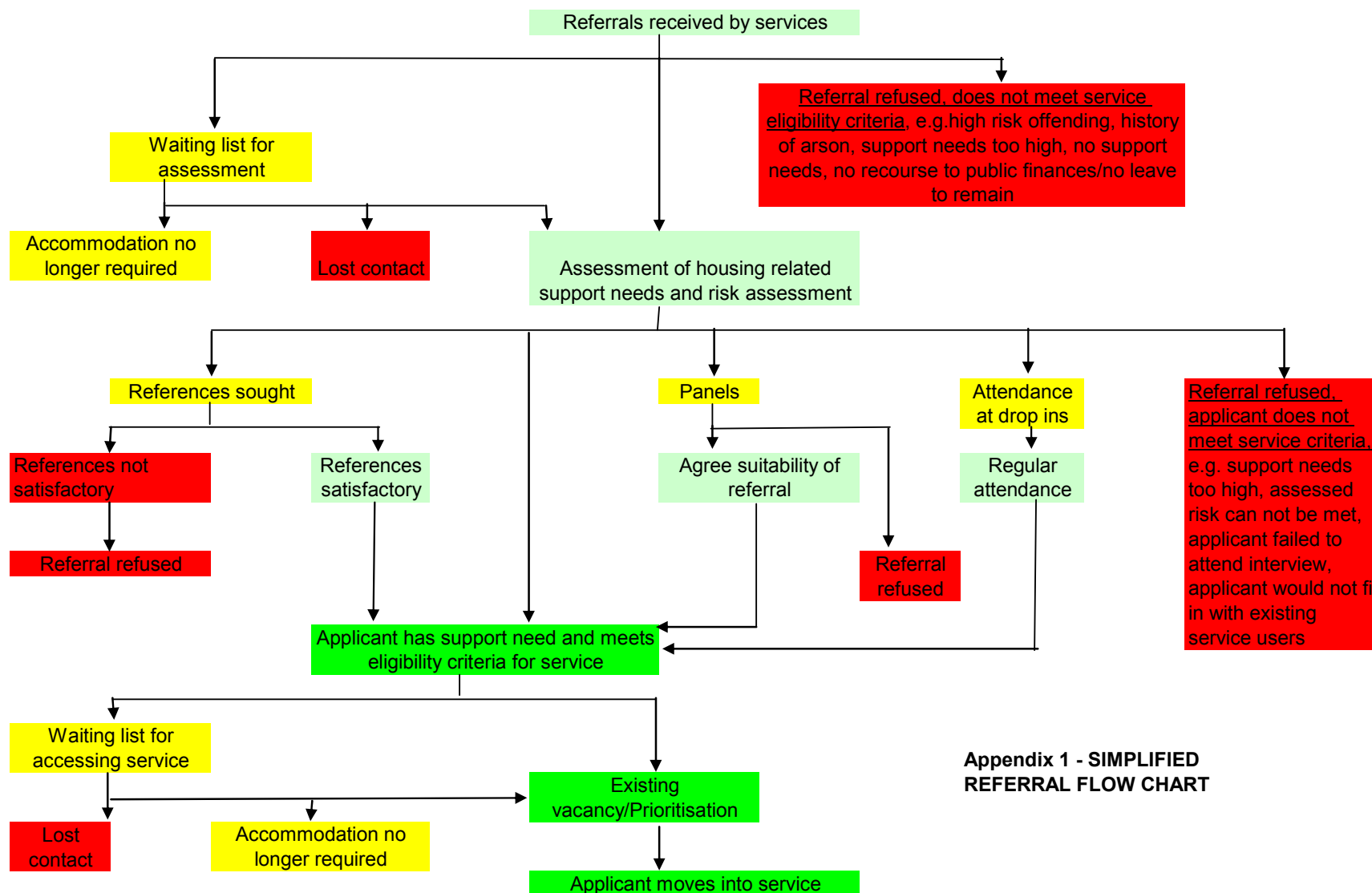
Claire Martin
Head of Supporting People
01622 221179
Claire.Martin@kent.gov.uk

Ute Vann
Policy and Strategy Officer
01622 694825
ute.vann@kent.gov.uk

Appendix 1 – Flow Chart of Service User Experience

Appendix 2 – Risks and Issues Log

Appendix 3 – Equality Impact Assessment



Appendix 1 - SIMPLIFIED REFERRAL FLOW CHART

Appendix 2 - Risk and Business Issues Continuity Log

Impact & Probability - 1 = Low 2 = Medium 3 = High

Risk Description	Impact 1-3	Probability 1-3	Risk Profile	Risk Owner	Countermeasure	Date Identified
No agreement reached on model	3	2	Medium	SP	The SP Team will negotiate with key stakeholders/providers to reach a consensus	23.8.11
The Kent Home Choice Board refuses to pay for additional costs out of reserves	3	1	Low	SP	The SP Team will need to request funding from reserves to implement. Kent Home Choice have confirmed that they do not believe that this will be an eventuality.	13.9.11
Model may not be appropriate for all service types	3	1	Low	SP	The SP Team will negotiate with key stakeholders/providers to reach a consensus. The Supporting People Team is proposing to exclude refuges from the centralised referral mechanism.	23.8.11
A new model is not introduced	3	1	Low	SP	The SP Team would need to manage the status quo and try and make changes on an incremental basis.	23.8.11
The model of service delivery for housing/housing related support is radically changed	3	2	Medium	KCC	The SP Team would need to work with KCC to mitigate the impact.	23.8.11

Appendix 3 - KENT COUNTY COUNCIL

EQUALITY IMPACT ASSESSMENT

Strategic Review of Access to Short Term Accommodation Based Services

Directorate:

Customers and Communities

Name of policy, procedure, project or service

Strategic Review of Access to Short Term Accommodation Based Supported Housing

Type

Project

Responsible Owner/ Senior Officer

Claire Martin, Head of Supporting People

Date of Initial Screening

1 August 2011

Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	No - 1) The Quality Assessment Framework requires providers to meet equality & diversity in services, including fair access. Supporting People funding depends on continuous improvement in this area which is regularly reviewed through service reviews and contract monitoring. 2) The proposed measures will improve the referral process by addressing the issues that may exclude vulnerable people from accessing services.	Yes - 1) The proposed measures for improving access to services will ensure that the referral/ application process does not exclude applicants because of restrictive practices (including those from minority strands)	High	None	a) Involve stakeholders, including service users, in the design of a fit for purpose referral mechanism. This will ensure that arrangements are transparent and understood by all. .c) Supporting People will continue to monitor and review services and referrals to services, including diversity to ensure that vulnerable people including people who are vulnerable because of age and who need the services can access them.
		Yes - 1) Improved promotion of services and information about access will improve the application process	High	None	a) Ensure that service specifications set out the need for providers to widely promote services and access arrangements. c) Better information will make application for services easier.

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Disability	As above	Yes - 1) The proposed measures for improving access to services will ensure that the referral/application process does not exclude applicants because of restrictive practices (including those from minority strands)	High	None	a) Involve stakeholders, including disabled service users, in the design of a fit for purpose referral mechanism. This will ensure that arrangements are transparent and understood by all. c) Supporting People will continue to monitor and review services and referrals to services; including diversity to ensure that vulnerable people with disabilities who need the services can access them.
		Yes - 1) Improved promotion of services and information about access will improve the application process	High	None	a) Ensure that service specifications set out the need for providers to widely promote services and access arrangements. c) Better information will make application for services easier. This will include information in different formats that can be easily accessed and understood by potential service users.
Gender	As above	Yes - 1) The proposed measures for improving access to services will ensure that the referral/application process does not exclude applicants because of restrictive practices (including those from minority strands)	High	None	a) Involve stakeholders, including disabled service users, in the design of a fit for purpose referral mechanism. This will ensure that arrangements are transparent and understood by all. c) Supporting People will continue to monitor and review services and referrals to services, including diversity to ensure that vulnerable women who need the services can access

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
					services commissioned to specifically support women such as refuges and accommodation based services for teenage parents. (At the same time Supporting People will also continue to monitor that floating support for people fleeing domestic abuse are open to both women and men.)
		Yes - 1) Improved promotion of services and information about access will improve the application process	High	None	a) Ensure that service specifications set out the need for providers to widely promote services and access arrangements. c) Better information will make application for services easier.
Gender identity	Not applicable	Not applicable			
Race	No - 1) The Quality Assessment Framework requires providers to meet equality & diversity in services, including fair access. Supporting People funding depends on continuous improvement in this area which is regularly reviewed through service reviews and contract monitoring.	Yes - 1) The proposed measures for improving access to services will ensure that the referral/ application process does not exclude applicants because of restrictive practices (including those from minority strands)	High	None	a) Involve stakeholders, including service users, in the design of a fit for purpose referral mechanism. This will ensure that arrangements are transparent and understood by all. .c) Supporting People will continue to monitor and review services and referrals to services, including diversity to ensure that vulnerable people including people who are vulnerable because of age and who need the services can access them.

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
	2) The proposed measures will improve the referral process by addressing the issues that may exclude vulnerable people from accessing services.				
		Yes - 1) Improved promotion of services and information about access will improve the application process	High	None	a) Ensure that service specifications set out the need for providers to widely promote services and access arrangements. c) Better information will make application for services easier. This would include providing information in other languages on request.
Religion or belief	Not applicable	Not applicable			
Sexual orientation	Not applicable	Not applicable			
Pregnancy and maternity	Not applicable	Not applicable			

Part 1: INITIAL SCREENING

Context

The Supporting People Programme commissions the non-statutory provision of housing related support in a range of services including short term accommodation based supported housing. The commissioning of Supporting People funded services is guided by the Supporting People Strategy 2010-2015. The strategy aims to work in partnership with stakeholders to deliver where possible needs led, value for money and high quality housing support services for vulnerable people.

The overarching objectives of the Supporting People Strategy 2010-15 are: -

- Delivering housing related support the primary objective of which is to promote “independent living”.
- Housing related support is to have clear preventative benefits, promote well being and meet identified need and link with partners’ objectives in delivering the Programme
- Focusing on the priority outcomes including the maximisation of independence and prevention
- Addressing the needs of socially excluded groups, particularly in areas of high deprivation, whose needs are not met by current support provision. Services will apply principles of equal opportunities and fair access. This will enhance diversity and social inclusion in local communities.

A full impact assessment on the Supporting People Strategy 2010-2015 was carried out in 2010 and was signed off by the directorate lead for equalities.

With regards to short term accommodation based services, the implementation measure agreed following extensive consultation was to strategically review access to such services.

Aims and Objectives

Access to supported housing is open to vulnerable people in need of housing/ housing related support. Housing related support is defined as support services which are provided to a person for the purpose of developing that person’s capacity to live independently in accommodation, or sustaining their capacity to do so provided that people:

- have specific and identifiable vulnerabilities that render them in need of welfare services, and that the support service is therefore allocated on the basis of defined selection/admission criteria that the service user is assessed against. (This means that services are not provided to the general public but to people who for some specific reason are in need of the support on offer.)
- are non-dependent over the age of 16 (and not care leavers who are eligible for a statutory service)

The Kent Eligibility Policy identifies services which are eligible for delivery and those which are excluded because they relate to a statutory responsibility or a non- housing related support function.

Services contracted to deliver housing related support also apply their own service criteria. These criteria determine who can access the service, e.g. what groups are excluded, what level of support needs the service can meet and so on.

The objectives of the strategic review were to:-

- Examine referral processes and procedures governing access to services and identify restrictive practices in relation to access to services
- Make recommendation to address identified issues in order to ensure that there is fair access and diversity to services and that they are available to the wider local communities who need them
- Determine whether there should be a centralised referral mechanism for these services

Summing up, the key findings of the strategic review were as follows:-

- Demand significantly exceeds supply.
- Many service users perceived a lack of information about supported housing available to them in the public domain
- Access and referral arrangements are complicated and are currently not monitored. There is duplication of referrals and a lack of transparency about referral processes. Some procedures can lengthen the referral process.
- Some practices exclude some of the most vulnerable people from accessing the services that they need and can lengthen the referral process, e.g. restricted referral routes, referral panels, need for references, need to attend drop in facilities as part of the referral process.
- Once accepted into a service, service users often spend considerable periods of time on waiting lists. During this time service users may lose contact with providers.

In order to improve access to Supporting People funded short term accommodation based services, the review resulted in the following recommendations:-

- Improve access to information about services for would be service users and referrers
- Improve timely move on to ensure that services do not silt up
- Streamline access arrangements through commissioning a centralised referral mechanism. This will ensure that access arrangements and referral processes (including referral outcomes) become more transparent and are shown to be fair. This will also ensure that resources are used to maximum effect.

The overall aim of the proposals is to ensure that services provide fair access.

Beneficiaries

The beneficiaries of the Programme are vulnerable people in need of housing related support services in Kent as defined in the Kent Supporting People Eligibility Policy. They include:

- single homeless people with support needs and rough sleepers
- older people with support needs
- people with physical/sensory disabilities and people with learning disabilities
- people with mental health problems
- families with support needs and teenage parents
- young people at risk and care leavers
- offenders
- people at risk of domestic abuse
- people with alcohol and/or drug problems

Any provider commissioned by the Supporting People Programme to provide one or more of the proposed services is awarded a contract which is monitored through the Quality Assessment Framework (QAF). The QAF has clear and explicit standards to ensure that all Supporting People funded services are inclusive to all members of the community. With reference to assessment and allocation processes the minimum requirements (level C) are as follows:

- Documented and objective procedures that specify how enquiries and applications are processed, assessed and prioritised, and how decisions are communicated to applicants.
- Up-to-date and accurate description of the service that is actively promoted, detailing whom it is for and how it can be accessed.
- Eligibility criteria, means of prioritising applications and the application process are written in plain English and other formats appropriate to the client group.
- Communication needs of clients are catered for in helping them to understand the information.
- Unsuccessful applicants are informed of reasons for refusal

All contracts have clauses requiring providers to work within the Equality Act 2010 and the Human Rights Act 1998. Providers must all have an equal opportunities policy that complies with all statutory obligations as stipulated by the Equality and Human Rights Commission as far as possible.

Consultation and data

The recommendations for improvements in access to services are based on:

- Collection and analysis of referral data to all short term accommodation based supported housing July 2010 – June 2011.
- Collection and analysis of data on evictions from services
- Examination of information about exclusion policies in the different services
- Consultations with all providers of short term accommodation based supported housing and representatives of all Local Housing Departments and other key stakeholders

As part of the impact assessment, the Supporting People programme also engaged with service users themselves. Consultation with service users focused on the themes of:-

- Awareness of supported housing prior to applying to schemes.
- Service users' experience of referral and waiting times
- The barriers to accessing supported accommodation
- Service eligibility criteria and priority of service users
- Service users' views on preparation for move on and future accommodation preferences

A total of 237 service users were involved in consultations via one to one interviews, focus groups and questionnaires.

Potential Impact

The Supporting People Programme monitors and reviews the services it commissions to ensure that they are accessible to the vulnerable people who need them irrespective of race, religion, gender identity, and sexual orientation. Therefore, potential adverse impacts could only affect the protected characteristics of age, disability, race (only where this affects a floating support service specifically for BME groups) and gender (where services are focused on those fleeing domestic abuse and teenage parents).

The proposals will affect any client group equally and will not affect groups of people with the protected characteristics more than others.

Adverse Impact:

A review of the proposals has been considered and based on the information currently available no adverse impacts have been identified that may affect one group of people with the protected characteristics disproportionately more than others.

Contracts contain specific targets regarding Equality and Diversity, particularly monitoring arrangements around fair access, the measures proposed will

increase knowledge and ensure that the specific needs of minority groups are constantly reviewed.

Positive Impact:

The proposals for streamlining access arrangements will benefit all client groups: they will have equal opportunity to gain access to services. Services will still apply agreed service criteria but decisions on access will become more transparent and the length of the referral process in some services is likely to be shortened which will benefit applicants.

Services will continue, as they are at present, to be open to all vulnerable people who have a housing related support need. Supporting People continues to monitor and review services through the Quality Assessment Framework and contractual obligations which oblige providers to ensure that services are accessible to all who need them and do not discriminate against minorities such as people from Ethnic Minorities or lesbian, gay, bisexual or transgender (LGBT) people.

JUDGEMENT

Option 1 – Screening Sufficient **NO**

Following this initial screening our judgement is that further action is required.

Option 2 – Internal Action Required **YES**

Justification:

Following this initial screening our judgement is that whilst no adverse impacts have been identified that may affect one group of people with the protected characteristics disproportionately more than others there is room for further improvement there is scope for further action to accompany the recommendations:

- Involve key stakeholders including providers and service users in co-designing a fit for purpose referral mechanism.
- Improved information about supported housing services accessible to service users

An action plan is attached.

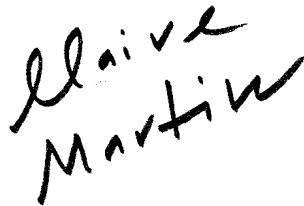
Option 3 – Full Impact Assessment **NO**

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

A handwritten signature in black ink, reading "Claire Martin". The signature is written in a cursive, flowing style. The first name "Claire" is on the top line, and the last name "Martin" is on the bottom line, with a long horizontal stroke extending from the end of "Martin" that loops back under the "i".

Date: 2 September 2011

Name: Claire Martin

Job Title: Head of Supporting People

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age	Need to streamline access arrangements in order to make them more transparent and ensure that resources are used to maximum effect	<u>Add to recommendations:</u> Work with representatives from key stakeholders to co-design a fit for purpose referral mechanism	A transparent referral system which ensures fair access to services	Supporting People (Lead) Housing FSC Health Probation Providers Service Users	October 2011 to March 2012	None
	Need to improve information available to service users about supported housing	Review contract documentation to ensure that providers are required to publicise services widely.	Improved publicising/promotion of supported housing which is written in plain English	Supporting People Providers	March 2012	None
Disability	Need to streamline access arrangements in order to make them more transparent and ensure that resources are used to maximum effect	<u>Add to recommendations:</u> Work with representatives from key stakeholders to co-design a fit for purpose referral mechanism	A transparent referral system which ensures fair access to services	Supporting People (Lead) Housing FSC Health Probation Providers Service Users	October 2011 to March 2012	None
	Need to improve information available to service users about supported housing	Review contract documentation to ensure that providers are required to	Improved publicising/promotion of supported housing which is provided in a range of	Supporting People Providers	March 2012	None

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
		publicise services widely.	alternative formats, including plain English, easy read, Braille and talking newspapers.			
Gender identity	N/A					
Race	Need to streamline access arrangements in order to make them more transparent and ensure that resources are used to maximum effect	<u>Add to recommendations:</u> Work with representatives from key stakeholders to co-design a fit for purpose referral mechanism	A transparent referral system which ensures fair access to services	Supporting People (Lead) Housing FSC Health Probation Providers Service Users	October 2011 to March 2012	None
	Need to improve information available to service users about supported housing	Review contract documentation to ensure that providers are required to publicise services widely.	Improved publicising/promotion of supported housing which includes the provision of information in other languages on request.	Supporting People Providers	March 2012	None
Religion or Belief	N/A					
Sexual orientation	N/A					
Pregnancy or maternity	N/A					

This page is intentionally left blank

By: Angela Slaven, Customer and Communities Directorate,
Director - Service Improvement

To: Supporting People Commissioning Body 11 October 2011

Subject: Strategic Review of Home Improvement Agencies and
Handyperson Services

Classification: Unrestricted

Summary

The Kent Supporting People Programme undertook a strategic review of HIA and handyperson services. The key findings are that there needs to be greater value for money, clarity in relation to outcomes, and a tighter performance management framework. Following legal advice the Programme is proposing to tender 12 separate HIA and Handyperson services within the individual districts/boroughs as one tendering exercise. The Programme has consulted with key stakeholders on the key strategic issues in relation to these services in order to inform the commissioning and procurement processes.

1. Introduction

(1) The Supporting People Programme undertook a strategic review of Home Improvement Agencies (HIAs) and handyperson services. HIAs and handyperson services are designed to ensure that private sector tenants and owner occupiers are able to live independently for as long as possible in their own accommodation by making interventions that achieve this e.g. adaptations.

(2) The strategic review evaluated the funding, performance management, service provision and configuration of services.

(3) The current configuration of services and provider is;

- Ashford/Shepway (In Touch)
- Canterbury (In-house)
- Dartford/Gravesend (In Touch)
- Dover (In Touch)
- Maidstone/Sevenoaks/Tonbridge and Malling/ Tunbridge Wells (In Touch)
- Swale (In-house)
- Thanet (In Touch)

(4) Age U.K. are contracted to provide a handyperson service across the whole of the county.

2. Strategic Review Findings

(1) The strategic review resulted in the following key findings:

- The performance of HIAs and handyperson services has not in the past been managed collectively by all the interested parties who regard themselves as stakeholders. This has meant that it has been difficult to adopt a unified approach to the measurement of performance.
- The funding of the agencies is not uniform and there are disparate amounts of money being invested in services by both health and districts/boroughs. It does not demonstrate genuine value for money. The provider agencies need to be as proactive as possible in generating additional income into their services e.g. charging for services
- The specification needed to be reviewed and redrafted. The Supporting People Programme has drafted a new specification of service which more closely reflects the current needs of the interested parties who regard themselves as stakeholders of the services. The specification is being finalised ready for tendering. The specification includes a performance management regime which is output and outcome focused.
- The marketing of HIA/handyperson services needs to be improved so that there is greater public access to them.
- Kent County Council legal and procurement advice is that services should be tendered

3. Strategic Review Recommendations

The recommendations are:

- The County Council should tender as one tender 12 distinct services that replicate the 12 districts/boroughs within Kent
- The County Council should tender utilising one specification which incorporates the findings of the strategic review

4. Managing the transition

(1) The Supporting People Programme is intending to undertake one tender for 12 distinct HIA and handypersons services. The 12 distinct services will represent the 12 districts/boroughs of Kent.

(2) Districts/boroughs will be engaged in the last stage of the tendering process through involvement by the Head of Housing or the Private Sector Housing Manager identified by the relevant district/borough in the final interview and evaluation of applicants for provision of the service. The officer should not have been involved in the direct provision of HIA and handyperson services within a relevant district/borough. Kent County Council will reserve the right to exclude a nominated officer where it is believed that there may be a conflict of interest. In cases where a district/borough is submitting a bid for the service and is successfully shortlisted that district/borough cannot take part in

that process. Kent County Council as the contract holder will make the final decision in relation to the awarding of a contract should there be an inability to reach agreement on who the successful tenderer is.

(3) The Supporting People Programme will be tendering on the basis that the maximum amount of investment within each district/borough will be £57.4k. The Programme is tendering on the basis that the maximum value will purchase a staff complement that is able to deliver a basic HIA/handyperson service. The premise will be that providers may wish to tender at a more competitive rate. There may be economies of scale delivered if an organisation wins a tender within more than one district/borough.

(4) This tendering exercise would commence on the 1 November 2011.

5. Consultation and Communication

(1) As part of the review, the Programme consulted with a wide range of stakeholders, including districts/boroughs, providers and current service users. The customer feedback via satisfaction surveys carried out by HIAs and handyperson services in all areas is good and was confirmed in individual consultations with service users carried out by the Supporting People Programme. This endorses the need for a continuance of HIA and handyperson services. An Equality Impact Assessment is attached as an appendix.

6. Risk and Business Continuity Management

(1) The Supporting People Programme will work with providers to ensure that services continue to be delivered until newly commissioned services can commence in April 2012. The Supporting People Programme has produced a risk and business continuity issue log for the implementation process of the proposed changes. This is attached as an appendix.

7. Financial Implications

(1) Funding for HIAs and handyperson services comes from a number of sources including Kent County Council Formula Funding, district/borough grant funding, and fees. The funding streams reflect the multiplicity of tasks which HIAs and handyperson services undertake. The HIAs and handypersons services will be expected to attract income sources from statutory and non-statutory agencies in order to deliver the services identified within the service specification. For instance they may receive funding from Health or a district/borough or charitable funding.

(2) The Programme is currently investing £1,579k in HIA and handyperson services. The Commissioning Body has agreed that as from April 2012 it will invest £689k. This means that the Programme will confirm within the tendering of services that each district and borough area will receive an annual

maximum amount of £57.4k. The objective is that the newly commissioned service providers generate as much income as possible from charging for their services and attracting charitable funding in order to offset the financial burden for those who cannot pay.

8. Legal implications

(1) The Programme has sought legal advice in relation to the commissioning of HIAs and handyperson services. The legal advice is that all services should be tendered.

9. Sustainability Implications

(1) The Supporting People Programme believes that HIA and handyperson services should be a priority for funding within the Programme and will work with the Commissioning Body to ensure that the investment from the County Council continues to be made by demonstrating the value of the services to the owner occupiers and private rented sector tenants who use it via robust performance management information which is output and outcome focused.

10. Conclusion

(1) The Supporting People Programme is required to tender the Home Improvement Agencies and handyperson services. The strategic review of HIAs and handyperson services has identified that there needs to be a performance management regime which is output and outcome focused, an enhancement of the specifications, clarity in relation to funding, better access to services, and therefore the competitive tendering of the services.

Recommendations

The Commissioning Body is asked to agree to;

1. The tendering of all HIA and handyperson services for new contracts to be let in time for their commencement in April 2012 on a district by district basis

Background Information

Kent Supporting People Strategy 2010-2015

Contact details -

Claire Martin
Head of Supporting People
01622 221179
Claire.Martin@kent.gov.uk

Ute Vann
Policy and Strategy Officer
01622 694825
ute.vann@kent.gov.uk

Appendix One – Equality Impact Assessment of Strategic Review of HIAs and Handyperson Services

Appendix Two - Risk and Business Continuity Issues Log

Appendix Three – Proposed time table with key milestones

APPENDIX 1

KENT COUNTY COUNCIL EQUALITY IMPACT ASSESSMENT

Please read the EIA GUIDANCE and the EIA flow chart available on KNet.
This form dated 17/12/2010 supersedes all previous EIA/ CIA forms

Directorate:

Customers and Communities

Name of policy, procedure, project or service

Strategic Review of Home Improvement and Handyperson Services

Type

The strategic review examined the funding, performance management, service provider and configuration of services and recommends the tendering of services with an agreed specification which includes performance management framework and which addresses the specific requirements of key stakeholders.

Responsible Owner/ Senior Officer

Claire Martin, Head of Supporting People

Date of Initial Screening

5 April 2011

Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Age	No – HIA and handyperson services are to be retained but at reduced cost. Yes - Some people in need may not have access to services due to lack of service promotion	Yes - Improved quality of life, maintaining independent living, prevention of injuries (e.g. falls), improved health (e.g. addressing fuel poverty)	High	Low	a) Before tendering, revise existing service specification and agree a new one with co-commissioners which sets out improved promotion of the services c) Supporting People continues to monitor and review services, including the age of those accessing them to ensure that vulnerable people who need the services can access them
Disability	As above	Yes - As above	High	Low	a) Before tendering, revise existing service specification and agree a new one with co-commissioners which sets out improved promotion of the services c) Supporting People continues to monitor and review services, including the age of those accessing them to ensure that vulnerable people who need the services can access them c) Under contractual obligations all providers have to meet the particular communication needs of clients and thus can meet the housing related support needs of a wide range of client groups.
Gender	As above	Yes- see above	High	Low	As above

Characteristic	Could this policy, procedure, project or service affect this group differently from others in Kent? YES/NO	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO	Assessment of potential impact HIGH/MEDIUM/LOW/ NONE/UNKNOWN		Provide details: a) Is internal action required? If yes, why? b) Is further assessment required? If yes, why? c) Explain how good practice can promote equal opportunities
			Positive	Negative	
Gender identity	As above	Yes - Improved quality of life, maintaining independent living, prevention of injuries (e.g. falls), improved health (e.g. addressing fuel poverty)	High	Low	As above
Race	As above	Yes – as above	High	Low	As above
Religion or belief	As above	Yes – as above	High	Low	As above
Sexual orientation	As above	Yes – as above	High	Low	As above
Pregnancy and maternity	As above	Yes- see above	High	Low	As above

INITIAL SCREENING

Context

The Supporting People Programme commissions the non-statutory provision of housing related support in a range of services including Home Improvement Agencies and handyperson services. The commissioning of Supporting People funded services is guided by the Supporting People Strategy 2010-2015 which aims to work in partnership with stakeholders to deliver where possible needs led, value for money and high quality housing support services for vulnerable people.

Supporting People services:

- Have the primary objective of housing-related support which promotes “independent living”.
- Have clear preventative benefits, promote well being and meet identified need and link with partners’ objectives in delivering the Programme
- Are focused on the priority outcomes including the maximisation of independence and prevention
- Address the needs of socially excluded groups, particularly in areas of high deprivation, whose needs are not met by current support provision and that it will apply principles of equal opportunities and fair access. This will enhance diversity and social inclusion in local communities.

Overall, the strategy indicated the need to focus on prevention and more emphasis on time-limited objectives and practical interventions such as those delivered by Home Improvement Agencies (HIAs) and handyperson services to sustain independence.

The strategic review of Home Improvement Agencies (HIAs) and handyperson services across the area of Kent County Council addressed the funding, performance management, service provider and configuration of services. The review went beyond a traditional Supporting People review because HIAs and handyperson services deliver services over and above the adaptation of homes for those with disabilities and associated support to clients. They also deliver, to varying degrees, part of Kent’s twelve local authorities’ private sector housing strategies and meet the prevention strategies of all commissioners. Funding of the services reflects this multi-agency focus by coming from a number of sources including Supporting People, Local Housing Authority budgets, Primary Care Trust (PCT) funding and fee income raised by the service providers themselves.

Aims and Objectives

Supporting People funded HIAs and handyperson services assist older and disabled people and other vulnerable groups such as women fleeing domestic abuse in the owner-occupied and private rented sectors to remain living in their homes independently and safely. Services help to improve their housing conditions through repairs, adaptations, improvements and home safety services and potentially reduce the recourse to statutory services.

A full impact assessment on the Supporting People Strategy 2010-2015 was carried out in 2010 and was signed off by the directorate lead for equalities. With regards to HIAs and handyperson services the measures agreed following extensive consultation were to strategically review services and:

- Consider and develop the opportunities for charging for the services provided by the Home Improvement Agencies and the handyperson services.
- Require Home Improvement Agencies to charge for handyperson services on a means tested basis
- Seek more consistent service models for Home Improvement Agencies and handyman services

The strategic review of the services has led to the following conclusions:

- Performance management needs to be output and outcome focused and not process driven
- The funding of the agencies needs to be as uniform and transparent as possible and demonstrate genuine value for money
- The specification for service delivery needs to more closely reflect the current needs of the interested parties who regard themselves as stakeholders of the services
- Services need to be easily accessed and publicised appropriately

In addition, the Supporting People Programme has sought legal advice in relation to the contracting of services delivered by HIAs and handyperson services. The legal advice is that all services should be tendered. The Programme proposes to jointly tender with the twelve districts and boroughs.

Beneficiaries

The beneficiaries of the HIAs and handyperson services funded by Supporting People include homeowners and private tenants who are:

- Older people (irrespective of income level)
- Adults with physical/sensory disabilities (including lone parents)
- Adults with physically or sensory disabled children (including lone parents)

In addition, in some districts/boroughs HIAs also deliver services under the sanctuary scheme to people at risk of domestic abuse. However, these services are not funded by Supporting People.

Consultation and data

The proposals for HIAs and handyperson services already contained within the Kent Supporting People Strategy 2010-15 were widely consulted upon and included a wide range of data including client records, needs analysis and outcomes of extensive consultation with key stakeholders including service users. This Equality Impact Assessment utilises the full customer impact assessment carried out on the strategy.

As part of the strategic review, Supporting People collated the following additional information:

- Current supply data in twelve districts/boroughs
- Demographic data
- Tenure profiles
- Referral data
- Funding data

- Performance data provided by the agencies operating within Kent and covering the period April 2009-March 2010
- Previous service reviews carried out Supporting People
- Results of customer feedback via satisfaction surveys carried out by providers
- Consultations with representatives of the twelve Local Housing Authorities, Adult Social Services, and East Kent Coastal PCT
- Consultations with representatives of the provider organisations
- One to one interviews with 34 service users who were aged 61-80+. The majority were female and 28 were home owners.

Potential Impact

Any Provider commissioned by the Supporting People Programme to provide one or more of the proposed services will be awarded a contract which is monitored through the Quality Assessment Framework (QAF). The QAF has clear and explicit standards to ensure that all Supporting People funded services are inclusive to all members of the community. All contracts have clauses requiring providers to work within the Equality Act 2010 and the Human Rights Act 1998. Providers must all have an equal opportunities policy that complies with all statutory obligations as stipulated by the Equality and Human Rights Commission as far as possible.

In general terms, the initial screening shows that in relation to people with the protected characteristics there will be no impact on the level of service provision to vulnerable people being provided with HIA and handyperson services. The strategic review recommends commissioning new services and the proposed measures do not impact disproportionately on any groups of people with the protected characteristics. However, making funding more transparent will improve value for money and may result in reduced cost of services. Cost to services users is already based on means testing but there will be a more unified approach across the county.

Adverse Impact:

A review of the proposals has been considered and based on the information currently available no adverse impacts have been identified that may affect one group of people with the protected characteristics disproportionately more than others.

Positive Impact:

The proposals are balanced between a need for achieving maximum value for money through competitively tendering and ensuring that services will be maintained albeit at a potential reduced cost.

Currently, services provided by HIAs and handyperson services are mainly delivered to home owners and there is variability in terms of the range, capacity and quality of services available. The proposed tendering will lead to services being delivered within a standardised framework which is based on transparent funding, and unified performance framework and service specifications. This approach will ensure that the needs of vulnerable people will continue to be met and that services remain viable in the longer-term future:

- A common unified service specification will incorporate the need to focus more effort on targeting people in private rented accommodation who currently underrepresented in the take up of services as well as require the

provider to publicise services appropriately. These measures will improve access to services and hence will lead to more vulnerable people maximising their potential independence.

- A common performance management framework will improve service provision and thus result in better outcomes for service users

Supporting People will continue to monitor and review services through the Quality Assessment Framework and contractual obligations which oblige providers to ensure that services are accessible to all who need them and do not discriminate against minorities such as people from Ethnic Minorities or lesbian, gay, bisexual or transgender (LGBT) people.

JUDGEMENT

Option 1 – Screening Sufficient NO

Following this initial screening our judgement is that further action is required.

Justification:

Following this initial screening our judgement is that whilst no adverse impacts have been identified that may affect one group of people with the protected characteristics disproportionately more than others there is room for further improvement.

Option 2 – Internal Action Required YES

There is scope to improve the proposals. Improvement focuses on the need to make HIA and handyperson services more accessible through better publicising of services. An action plan is attached.

Option 3 – Full Impact Assessment NO

Only go to full impact assessment if an adverse impact has been identified that will need to undertake further analysis, consultation and action

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:

A handwritten signature in black ink, consisting of a series of loops and a final upward stroke.

Date: 6TH May 2011

Name: Claire Martin

Job Title: Head of Supporting People

Directorate Equality Lead

Signed:

A handwritten signature in black ink that reads "Fiona Gaffney". The script is cursive and fluid, with the first name "Fiona" and last name "Gaffney" clearly legible.

Date:
20th April 2011

Name:
Fiona Gaffney, Acting Directorate Equality Lead

Equality Impact Assessment Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
Age		The service specification will include the requirement that Services will be open to all home owners and private rented sector tenants who are vulnerable and need them. This requirement will be monitored.	Services will be open to all home owners and private rented sector tenants who are vulnerable and need them	Housing Health Supporting People (Lead)	15 June 2011	None
Disability	As above	As above	As above	As above	As above	As above
Gender	As above	As above	As above	As above	As above	As above
Gender identity	As above	As above	As above	As above	As above	As above
Race	As above	As above	As above	As above	As above	As above
Religion or belief	As above	As above	As above	As above	As above	As above
Sexual orientation	As above	As above	As above	As above	As above	As above
Pregnancy and maternity	As above	As above	As above	As above	As above	As above

Appendix 2 - Risk and Business Issues Continuity Log

Impact & Probability - 1 = Low 3 = High

Risk Description	Impact 1-3	Probability 1-3		Risk Profile	Risk Owner	Countermeasure	Date identified
The districts/boroughs and health do not wish to jointly tender	1	3		Medium	CB	The Supporting People Programme will tender services on its own.	13 Sept 2011
No one tenders for the services.	3	1		Medium	KCC/ CB	The Supporting People Programme would have to retender and temporarily extend existing contracts with the providers' agreement.	14 Apr 2011

Appendix 3 – Time Table with Key Milestones

Activity	Details	Timescales
Agreement to tender	KCC and districts/boroughs will agree to the tendering of HIAs and handyperson services	11 October 2011
Agreement of service specifications	KCC will draft a specification and consult with stakeholders. Feedback to be incorporated into a final agreed specification.	2 September 2011
Tendering exercise	KCC will tender. Districts/boroughs involved in final interview and evaluation of applicants (except where districts/boroughs are bidding for the service and have been successfully shortlisted)	15 October 2011 – 12 January 2012
Award contracts	KCC will award the contract	17 January 2012
Sign Contract	KCC sign the contract with the provider	27 th January 2012

By: Angela Slaven, Customer and Communities Directorate,
Director - Service Improvement

To: Supporting People Commissioning Body 11 October 2011

Subject: Financial expenditure Outturn - August 2011/12

Classification: Unrestricted

Summary

To report to members of the Supporting People Commissioning Body the Supporting People commissioning team projected financial outturn and the balance held on reserves for 2011/12 as at August 2011.

The service is forecasting an under-spend of £228k for 2011/12, £177k on Commissioned Services and £51k on the Support Team.

1. Report

(1) The following report and attached appendices provide a summary overview of the projected expenditure and drawdown on reserves for the Support Team as at August 2011/12.

2. Commissioned Services,

(1) Contracted expenditure to March 2012 is forecast at £30,779k leaving an under-spend of £177k against budget. As a result of contractual/operational changes committed expenditure for the year decreased by £733k. It is proposed this is offset from bringing forward the commencement date of the new floating support service to February 2012 at a cost of £556k. It had been originally planned to set this non recurring cost against reserves. Appendix (1) shows the forecast expenditure by district to March 2012.

(2) The reduction in contracted expenditure is summarised as follows:

- A reduction in the number of units contracted with service providers due to a decrease in the number service users eligible to receive housing benefit - £177k
- A reduction in the number of contracted hours due to a decrease in the housing related support hours required by service users - £282k
- Decrease in contracted values following quality grading of service providers. Provider/Service user exiting contract. - £19k
- A scheme was rehabilitated and the number of unit reduced (50%) - £195k
- Decommissioning of a floating support service with the new build accommodation based service coming on stream. Service recipients of floating support continued to receive a service via the existing floating support providers. - £60k

3. Supporting People Team

(1) Forecast expenditure of £608k against the budget of £659k leaves a reported under-spend of £51k due to staff vacancies and staff related support costs.

4. Reserve Balances.

(1) Appendix (2) provides a summary overview of the reserve balances for 2011/12. The saving requirement from KCC is £7m and the core budget for 2011/12 is £29.8m. With forecast expenditure totalling £31.4m the estimated drawdown on reserves is £1.5m.

(2) As a result of reviewing prior year activity levels a reimbursement of £96k has been received, which has been transferred and included in the reserve account balance of £1.5m above.

Recommendations

The Supporting People Commissioning Body is asked to **agree**:

- The new floating support service to commence February 2012 at a cost to £556k for 2011/12.
- The estimated drawdown on reserves for 2011/12 of £1.5m

The Supporting People Commissioning Body is asked to **note**:

- The estimated outturn of the programme to March 2012 of £31.4m

Contact details –

Hud Manuel

Finance Manager, KDAAT, YOS and Supporting People

01622 694285/221676

hud.manuel@kent.gov.uk

Claire Martin

Head of Supporting People

01622 221179

Claire.Martin@kent.gov.uk

Appendix (1)

Supporting People Commissioned Services - Forecast outturn 2011/12

Service Type	Community Alarms	Extra Care	Floating Support Service	HIA	Long Term	Sheltered	Short Term Accomodation	Grand Total
Grand Total £	818,032	470,532	7,020,833	1,578,689	5,461,977	3,700,551	11,748,523	30,799,137

1. Summary Outturn 2011/12

	Commissioned Services	Commissioning Team	Total
	£	£	£
Gross Expenditure	30,799,137	608,087	31,407,224
<i>Income</i>			
KCC Area Base Grant	(29,821,200)		(29,821,200)
Prior year repayment	(96,193)		(96,193)
			0
Drawdown From Reserves	881,744	608,087	1,489,831

2. Reserves Balances

	2011/12
	£
Opening Balance	3,177,684
Drawdown 2010/11	
<i>Estimated commitments:</i>	
Commissioned Services	(1,489,831)
Closing Balance	1,687,853

Date	Report title	Risk identified	Update
January 2011	Delivering the savings proposal	The Supporting People Programme will need to work with providers to ensure the viability of services is not impacted by the proposed changes.	Hyde Housing has transferred their housing related support services, home improvement agencies and handypersons services to Family Mosaic. There have not been any risks or issues raised in relation to this. Moat Housing Society has indicated that they wish to novate all their housing related support contracts to another provider. The Supporting People programme will be working to ensure that there is a smooth transition to suitable alternative providers. The programme has not been given any other indications of major providers wishing to leave the Kent programme.
	Delivering the savings proposal	The Core Strategy Group has been asked to consider the financial and business risks that may arise and that should be reported to the Commissioning Body	The Core Strategy reconsidered the Delivering the savings proposal and it was resubmitted to the March Commissioning Body with additional recommendations
	Performance Management report	The Supporting People Team will produce a risk and business continuity issues log for the implementation of a refined performance management framework	The Task and Finish Group has met once and has further meetings scheduled. A revised performance management framework with a risk and issues log will be submitted to the CB I n January for decision
March 2011	Administration of the Supporting People Programme	The Programme will need to undertake a risk and business continuity evaluation to ensure that the core essentials of the service can still be delivered	A risk and business continuity evaluation will be submitted to the Commissioning Body in January.
	Administration of the Supporting People Programme	The County Council will need to maintain the confidence of the Commissioning Body, Core Strategy Group, Executive Forum of providers, and Service Providers	A risk and business continuity evaluation will be submitted to the Commissioning Body in January
	Memorandum of Understanding	It is important that at a time of significant challenge for the Programme and the key stakeholders engaged within the Programme that there is no de-stabilisation of the excellent partnership that has been developed. It would therefore seem appropriate to minimise risk and ensure business continuity by retaining the relationships that exist at the moment and that are enshrined within the Memorandum of Understanding	A risk and business continuity evaluation will be submitted to the Commissioning Body in January
	Memorandum of Understanding	The strategic and operational functionality are dependent on the Core Strategy Group and the Commissioning Body in order to consider, recommend and make decisions relating to the Programme's investment and development. This enables providers and service users to feel a degree of confidence in the Programme. The Kent Programme has a good reputation, and the strength of the partnerships within Kent is an element of this	A risk and business continuity evaluation will be submitted to the Commissioning Body in January

Date	Report title	Risk identified	Update
June 2011	Payment by Results	The Task and Finish Group, providers, and the Service User Panel will inform a risk and business continuity management impact assessment.	The Task and Finish Group will meet once the Task and Finish Group for Performance Management has concluded its work and has made its recommendations for a revised performance management framework to the Commissioning Body in January for decision
	The Commissioning of Floating Support	The Supporting People Programme will work with key stakeholders, providers and service users to monitor and evaluate the viability of services relating to any impact of the proposed changes. The Supporting People Programme has set up a risk and business continuity issues log for the implementation of the proposed changes. The log identifies specific risks relating to finance, the market place, local service provision and the tendering process. The Supporting People Programme believes that the risks identified can be mitigated.	Kent County Council has not indicated that it will further reduce funding to the programme in 2012-13. The programme has received expressions of interest from a wide range of providers, some of whom are from outside Kent. The nature of commissioning should lead to a locally responsive service. The processes and procedures for floating support are to be reviewed to ensure that the programme is targeted at those in most need. An assessment of the impact of the transitional phase has been presented to the Commissioning Body each quarter
October 2011	Strategic Review of Home Improvement Agencies and Handyperson Services	The Supporting People Programme will work with providers to ensure that services continue to be delivered until newly commissioned services can commence in April 2012. The Supporting People Programme has produced a risk and business continuity issue log for the implementation process of the proposed changes. This is attached to the report as an appendix	To be considered at the meeting
	Strategic Review of Access to Short-term Supported Housing	The Supporting People Programme will continue to monitor and review providers on the basis of the findings of the strategic review, and will ensure that there is a smooth and managed transition to the utilisation of Kent Home Choice to access to short-term accommodation-based supported housing. The risks and issues log is attached to the report as an appendix	To be considered at the meeting

Supporting People in Kent – Glossary of Terms

Abbreviation or Term	Description
Accommodation based	The housing related support being delivered is linked to specific properties with a service. These properties may include self-contained or shared accommodation. It may also include staff based in an office or a visiting arrangement. Accommodation based services are also known as “Supported Housing”
Accreditation	This is a regular assessment of a support provider to check if they are able to provide a good quality Supporting People service
Administering Authority (AA) or Administering Local Authority (ALA)	The local authority which receives the Supporting People (SP) grant and administers contracts for the SP services on behalf of the Commissioning Body
Area-Based Grant (ABG)	Area Based Grant is a general grant allocated directly to local authorities as revenue funding to areas. It is allocated according to specific policy criteria rather than general formulae. Local authorities are free to use the all of this non-ringfenced funding as they see fit to support the delivery of local, regional and national priorities in their areas.
Audit Commission	An independent body responsible for ensuring that public money is used responsibly, economically and effectively
Banding	All floating support applications received onto the central waiting list by the Supporting People team are prioritised or banded according to the needs of the individual who needs support. There are 3 bands A, B and C and they are described in the Floating Support protocols
Band A	Those individuals who are in highest need of floating support are banded A on the central waiting list. They include those who <ul style="list-style-type: none"> • Are under threat of eviction • Experiencing domestic abuse or harassment • Are under 18 • Sleeping rough, in their first tenancy, setting up a new dwelling or going to move-on accommodation after a period in an accommodation-based service • Are vulnerable due to having been institutionalised
Band B	Those individuals who are in medium need of floating support are banded B on the centralised waiting list. They include those who <ul style="list-style-type: none"> • Need help managing finances • Lack parenting skills or life skills
Band C	Those individuals who are in lowest need of floating support are banded C on the central waiting list. They include those who <ul style="list-style-type: none"> • Need advocacy, advice and assistance with liaison • Are unable to maintain themselves or their property
Benchmarking	A comparison of similar services by quality, performance and cost. This is one of the ways of ensuring the quality of services provided in Kent
Best Value	A duty on local authorities to assess and review the services they provide for local people and improve them by the best means available. This must be done in consultation with the people who use the services and the wider local community
BME	Black and Minority Ethnic
Block Contract	The purchase of support services for more than one person, usually before the service is delivered
Block Gross Contract	A contract for a support service which is delivered for a short period, i.e. less than two years. Payments are made for a fixed number of service users. Service users are not charged for the support.
Block Subsidy Contract	A contract for a support service which is usually long-term or permanent e.g. sheltered housing. Grant payments to the provider will vary, depending on how

Abbreviation or Term	Description
	many people receiving the support service qualify for the subsidy at any given time. Providers tell the SP team on a monthly basis who has moved in and out of their service, and the subsidy payment is adjusted accordingly. Some service users may be charged for this service. In Kent there are very few of these contracts, having largely been replaced by <i>fixed capacity contracts</i>
Capacity	The total number of support packages or accommodation with support units deliverable at any one time.
Choice Based Lettings (CBL)	A new system in the allocation of social housing designed to offer more choice and involvement for customers in selecting a new home. Available social rented housing is let by being openly advertised, allowing customers to 'bid' or 'register an interest' in those homes which are advertised widely in the neighbourhood (e.g. in the local newspaper or on a website).
Client Record Form	Forms used to monitor all new clients who use Supporting People services. The statistics are then collated by The Centre for Housing Research (CHR) and data is used to help SP teams identify needs. Details available at www.spclientrecord.org.uk These are completed by providers each time they take on a new client. Details such as previous type of accommodation, client group and ethnicity are recorded so Supporting People teams can monitor who is using the services. No personally identifying details are recorded
Commissioning Body	The group is made up of representatives from all of the partners involved in Supporting People, such as Housing, Social Services, Health (PCT) and Probation. Its role is to strategically direct and scrutinise the programme.
Contract Monitoring	Contract monitoring is the regular process undertaken by Administering Authorities to ensure that providers comply with the requirements of the contract and are performing effectively. Contract monitoring is an extremely important process as it provides regular information to update authorities' understanding of the quality and effectiveness of Supporting People services and the Value for Money the programme achieves. In Kent, much of the contract monitoring is conducted by local Monitoring and Review (M & R) Officers.
Contract Schedules	These are part of the Supporting People contract and contain details of the services to be provided in the contract and the cost of each service
Core Strategy Development Group	This multi agency group provides a strategic steer to the programme and report to the Commissioning Body. Membership includes provider and service user representation.
Cross Authority Group (CAG)	Neighbouring AA's working together to plan and develop policies and services across the group
Cross Authority Provision	A service designated by the CLG to provide support for service users originating from another Administering Authority (AA)
CLG	Department for Communities and Local Government (formerly the ODPM)
Direct Payment	Direct payments are paid to people who have been assessed as needing help from social services, and who would like to arrange and pay for their own care and support services instead of receiving them directly from council commissioned services. A person must be able to give their consent to getting direct payments and manage them, even if they need daily help to do this.
DV/DA	Domestic Violence/Domestic Abuse
Eligibility Criteria (EC)	A document that sets out what tasks Supporting People money can pay for and those it cannot.
Essential Role of Sheltered Housing (EROSH)	EROSH is the national consortium for sheltered and retirement housing working on behalf of residents and providers of these services.

Abbreviation or Term	Description
Fixed Capacity Contracts	A contract under which the units to be paid Supporting People grant are fixed at a number agreeable to both the Provider and the Supporting People team. The number of units relates to housing benefit claimants. The contract changes from a block subsidy model to a block gross model to assist with budget monitoring and budget setting for both the Provider and the Supporting People team. The contract value agreed is subject to review should the amount of units available fall below 10% of the capped amount.
Floating Support	This kind of support is "attached" to the person, not the property and can follow a service user if they move to another address. It only lasts for as long as the client needs it and then "floats" away to the next person in need. The service user does not need to live at a certain address to receive the support.
Floating Support protocols	This countywide agreement describes how the waiting list for floating support will be administered.
Foundations	The national co-ordinating body for Home Improvements Agencies (HIA)
Grant Condition	Produced by CLG, these conditions set out how the money paid to the AA is to be spent and how the programme is to be managed.
Homes and Communities Agency (HCA)	The Homes and Communities Agency (HCA) is the national housing and regeneration agency for England, with an annual investment budget of more than £5bn. The HCA was formed on 1 December 2008 along with the <i>Tenant Services Authority</i> and is a non-departmental public body, sponsored by Communities and Local Government (CLG).
Home improvements Agency (HIA)	An agency which enables vulnerable people to maintain their independence in their chosen home for the foreseeable future. "Vulnerable people" may include older people, people on low incomes, disabled people etc.. Their homes would usually be private rented leasehold or owner occupied.
Housing Benefit (HB)	A means tested benefit paid to council or private tenants who need help paying their rent
Housing Related Support (HRS)	Support specifically aimed at helping people to establish themselves, or to stay in their own homes. Examples of housing related support include helping people learn to manage their own money, apply for benefits, keep their home secure, access to other services
Indices of Multiple Deprivation (IMD)	The Index of Multiple Deprivation 2007 combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. This allows each area to be ranked relative to one another according to their level of deprivation. Together these various Indices make up the Indices of Deprivation 2007.
Individual budget	Funding from a variety of sources that is brought together into one bank account. This allows greater choice and control over many aspects of life e.g. housing, community care, health, benefits, income, grants etc. The person can choose to use their individual budget themselves or a third party can manage the funds for them.
KASS	Kent Adult Social Services
LSVT	Large scale voluntary transfers of council housing. This could be to a private company or to a registered social landlord.
Managing Agent	A managing agent is an organisation providing housing management services (such as collecting rent) on behalf of another body, often a Registered Social Landlord (RSL). The managing agent may also provide the support services.
NHF - National Housing Federation	The NHF provides advice and support for not-for-profit housing providers. Their website address is www.housing.org.uk

Abbreviation or Term	Description
Primary Care Trusts (PCT)	Primary Care Trusts are responsible for planning and providing healthcare services. In Kent there are 2 PCTs: West Kent, and Eastern and Coastal Kent, both are partners in the SP programme.
Performance Indicators (PI's)	Performance statistics submitted to the Supporting People teams by Providers. They are used as part of contracts and monitoring Key Performance Indicator 1 (KPI1) measures the percentage of people who have maintained independence Key Performance Indicator 2(KPI2)measures the percentage of service users who have moved on in a planned way from temporary living arrangements
Procurement	The process to obtain materials, supplies and contracts, obtaining best value through open and fair competition
Quality Assessment Framework (QAF)	Quality assessment framework. Providers self assess their service against national objectives (such as consulting service users on how they want the service to be run). The Supporting People team use the results as part of the benchmarking process with the aim of continually improving the quality of services in Kent.
Registered Social Landlord (RSL)	A non profit making voluntary group, generally a housing association, formed to provide affordable housing
Scheme Manager	A scheme manager is the support worker who manages a housing related support service. The term is also used to describe the support worker within a sheltered scheme (may have been termed a 'warden' previously).
Service Review	A service review examines the support provided to see if there is a need for it, if it is good quality support, if it gives value for money and if there needs to be any changes.
Service Users	The term "service users" is used to refer to people who use Supporting People services and also to carers and advocates where applicable. It is important that, in consulting and involving service users, providers also seek the views of carers and advocates where service users may not be able to participate fully.
Service User Involvement	The processes and mechanisms by which the AA consults and engages with people who use the service, or who may use the service and ensures that their views are reflected in the programme. It is good practice and a grant condition that providers involve service users.
Sheltered Housing	Housing specifically for older and or disabled people. Includes a block or group of houses with resident or visiting warden and individual house, bungalow and flats which receive support from a mobile warden or pendant (emergency) alarm
SPLS	Supporting People Local System. A local authority computer system used to hold service provider, payment and client details for the Supporting People programme
SERIG	South East Regional Implementation Group This group comprises the Lead Officers of Supporting People programmes across the region. They meet to consider issues of national and regional policy and liaise with CLG
SPkweb	The Supporting People Knowledge website (published by CLG) - this is accessible to all by logging onto www.spkweb.org.uk The SPkweb contains all the guidance and related documents on the Supporting People programme
Supported Housing	These are services that provide both accommodation and support together to enable people to live independently. Examples of supported housing services include women's refuges, sheltered housing and homeless hostels
Stakeholders	People or organisations that form part of the SP programme. Stakeholders share or contribute to the aim of the SP programme

Abbreviation or Term	Description
Supporting People Distribution Formula	A formula developed by the CLG to decide how much Supporting People grant each Administering Authority will be allocated
Supporting People Grant	Money from the government to pay for the housing related support services under the Supporting People programme
Supporting People	The programme came into effect on the 1st April 2003 to deliver housing-related support services to vulnerable people through a single funding stream, administered by local authorities according to the needs of people in their area
Supporting People Five Year Strategy	The strategy is a five year plan giving detailed supply and needs mapping information across the county in relation to the various vulnerable client groups that the Supporting People programme assists
Support Provider	The organisation providing housing related support services paid for by Supporting People. Organisation types include registered social landlords, voluntary sector organisations, local authorities, charities and the private sector
Support Service	A service eligible for funding through Supporting People. This could include advice on maintaining a tenancy, help with filling in forms, help with keeping accommodation safe and secure etc.
Tenant Services Authority (TSA)	The TSA is the regulatory body for social housing. Having formed on 1 December 2008, the TSA took over the regulatory powers of the Housing Corporation.
Tenure neutral	Tenure neutral floating support services means that support can be offered to an individual regardless of the sort of housing they live in e.g. private rented, social housing, owner occupied.
Triple Aim	<p>Triple Aim is a concept led by the NHS Institute for Innovation and Improvement. It is designed to optimise the health system by taking into account three dimensions:</p> <ul style="list-style-type: none"> • The experience of the individual • The health of a defined population • Per capita cost for the population <p>NHS Eastern and Coastal Kent have adopted this approach to tackle health inequalities in two deprived wards in Thanet, Margate Central and Cliftonville West</p>
Total Place	<p>Total Place is a new initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency at the local level, as well as across Whitehall.</p> <p>Kent is one of the thirteen local authorities which have been selected as Total Place Initiative pilots. The aim of the pilots is to develop and test methodologies that will enable all partners in a 'whole place' simultaneously to deliver improved outcomes and greater efficiencies across the whole of the public realm.</p>
Workbook	The workbook is completed on a quarterly basis by each service (except community alarms) under contract with the Supporting People team. It is the means by which the Supporting People team gathers Performance Indicator information required by central government
Validation Visit	A reality check by a SP Local Monitoring and Review Officer to a support service to establish whether the Provider is achieving the standards they are contracted to deliver. Supporting People team members will also consult with service users and staff and stakeholders to find out their views of the service. The aim of these visits is to work with providers to improve the quality of the services in Kent, and for the findings feed into strategic decision making

Links

The following links may provide further insight into the programme.

- www.communities.gov.uk
- www.spkweb.org.uk
- www.spdirectory.org.uk/DirectoryServices
- www.sitra.org.uk
- www.housing.org.uk
- www.kent.gov.uk/supportingpeople

Contact the Kent Supporting People team supportingpeopleteam@kent.gov.uk

Please tell us if you think that any other terms or links should be included in this glossary