

**KENT SUPPORTING
PEOPLE STRATEGY 2005-2010
REFRESH 2008**

Introduction

The Kent Five-Year Supporting People Strategy was agreed in 2005. It set out where the programme in Kent was at that point and what were the strategic objectives and priorities of the programme under the overall vision of:

Working in partnership to provide high-quality, cost-effective and flexible housing-related support services for the vulnerable people of Kent which promote independent living, facilitate social inclusion and keep them safe and secure. It is envisaged that housing-related support services will in time complement other service provision across the county.

The document also contained an action plan. Subsequent Annual Plans detail the annual targets in order to work towards achieving the key strategic objectives, which were:

1. Services that deliver quality of life, promote independence and contribute to meeting the identified and crosscutting key objectives of Supporting People which are to prevent:
 - homelessness and repeat homelessness; or
 - unnecessary hospital admissions; or
 - unnecessary or premature admission to residential care; or
 - criminal or anti-social behaviour; or
 - people misusing substances, or reusing after treatment; or
 - will contribute to social inclusion and community cohesion
2. Services that demonstrate Value for Money and are of high quality, within a balanced Supporting People budget.
3. Services that meet locally identified needs, the Kent definition of housing related support and criteria for Floating Support as agreed by the partnership.
4. Services that are flexible, tenure neutral and widely promoted.
5. Services that provide a comprehensive range of services for all client groups wherever they may live across the county.
6. An effective working partnership of Housing, Social Services, Health, Probation, service providers and service users which will aim to increase overall the strategically planned supply of housing-related support units in the county. Also to promote new service developments for the prioritised client groups, choice and sustainable housing solutions for vulnerable people.

The strategy has been refreshed to reflect the progress made to date in implementation, the newly emerging strategic drivers within which it now operates, and the additional focus needed in some areas to move forward. The strategy refresh retains the same

overall strategic aims and priority client groups as the strategy 2005-2010 and must be read as a supplement to the existing document. It finalises actions within the remainder of the existing strategy which covers the period 2008 to end 2009.

1. Performance and Delivery 2005-2008

The Kent Supporting People Strategy 2005-2010 outlined the overall targets and actions /activities to be carried out over the lifetime of the strategy in order to meet the targets. Subsequent Annual Plans set annual targets in order for progress to be measured (see Appendix 1 for actions listed as planned in the original strategy and progress in those actions).

1.1 Audit Commission Inspection

The most significant assessment of the performance and delivery of the programme was the Audit Commission Inspection of the Kent Supporting People programme in 2007. The programme was assessed as 2-star providing a 'good service' with promising prospects for improvement for service users.

1.2 Key Achievements 2003/04-2007/08

Governance and partnerships

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- Commissioning Body and Core Strategy Development Group are well established and effectively run
- Close involvement from Elected Members from across the county
- Strong links with a diverse range of stakeholders through partnership boards such as Multi-Agency Public Protection Arrangements, Local Strategic Partnerships, Joint Policy and Planning Board (Housing) and Teenage Pregnancy Partnership Board.
- Good integration and strategic links with a range of partners in the twelve districts and boroughs and with our partners in Adult Social Services
- Improved strategic involvement of providers in governance through establishment of a Provider Executive Board and two Provider Forums (with a more operational focus) in east and west Kent
- Improved involvement of service users in governance through participation in service reviews and establishment of a Service User Panel
- Supporting People contributing to close partnership working in developing countywide joint protocols for homeless young people, homeless families with dependent children, homeless people with mental health problems, and offenders.

Grant compliance, strategy and needs

- Clear Eligibility Policy in place which is reviewed on an annual basis
- Six-monthly updated needs analyses ensure that the Kent programme continues to be needs-led, that the commissioning of new services is evidence-based and needs-led and that the needs of hard-to-reach groups, such as vulnerable people from Minority Ethnic populations and Gypsies and Travellers, are investigated and documented

- Links to national and local strategies are documented and regularly reviewed as part of the needs analysis
- Annual Plans have been the focus of strategic planning each year 2005-2008/09 and as the means for checking on the progress of the plans.
- Strategic reviews of floating support services resulting in a needs-led redistribution of services across Kent, the commissioning of new services and improvement in access to services through the establishment of a centralised floating support referral system (see Appendix 2, redistribution of Services and Commissioning New Services).
- Strategic review of older persons services resulting in setting a clear direction of travel in terms of the future of sheltered housing and more effective use of community alarms (see Appendix 3, Recommendations)
- Strategic review of short-term accommodation-based services resulting in new services to be commissioned in districts/boroughs where a need has been established, a countywide Outreach and Resettlement Service being commissioned (see Appendix 4, Recommendations)

Delivery arrangements

- Efficient financial monitoring of the programme, work planning through unit business plans that is aligned with those in Adult Social Services, and risk management
- Managed the introduction of a new electronic system whilst continuing to pay providers one month in advance
- Alignment of the programme to the Local Area Agreement 1 (outcome 18 PSA) and alignment of the programme to the Local Area Agreement 2 in that a Supporting People target, NI 141, is included in one of the 35 agreed indicators. The indicator measures the number of people who have moved from short term supported accommodation in a planned way, as a percentage of all service users that have left such a service. The target to be reached is 71%.
- Strong links with relevant agencies such as 16+ service and Health Implementation Committee
- Improved the quality and timeliness of data returns such as workbooks

Performance Management

- Performance data used to identify poor value for money within the programme and to improve service performance

Commissioning and performance

- All services reviewed by April 2007, steady state contracts issued and a fresh monitoring procedure implemented to meet the needs of the steady state contract
- Establishment of good monitoring arrangements ensuring that service performance is appropriately evidenced and continues to improve as measured against the Quality Assessment Framework (see Appendix 5, QAF grades)
- Implementation of an effective complaints policy and regular reporting to the Commissioning Body
- Decommissioning of services strategically not relevant or not meeting minimum standards (see Appendix 6)
- Joint commissioning of services with Mental Health

- Commissioning of new services to meet unmet need (see Appendix 7)
- Effective cross-authority working which has, for example, resulted in joint reviews and sharing of accreditation
- Implementation of the Kent Reconnection Policy which improves access to services as well as ensuring that services comply with grant conditions

Value for money

- Continuous service improvement built into monitoring procedures
- Maintaining annual inflationary uplifts for service providers
- Efficient budget management and forecasting, ensuring that the Kent programme stays within its budget
- Following a comprehensive value for money exercise, successful implementation of management action to ensure that the grant only funds Supporting People eligible services
- Benchmarking undertaken to ensure consistency of unit price across districts/boroughs and client groups
- Competitive tendering of services in line with all council procedures and using e-tendering. This ensures that services are contracted on the basis of value for money

Service user involvement

- Service users involved in service reviews and strategic reviews of services
- Engagement of two service user involvement workers to attend reviews with Monitoring and Review Officers.
- Establishment of Service User Panel and other approaches, such as the People Bank, to promote service user involvement in shaping the programme
- Pending recruitment of a Service User Involvement Officer

Access to services and information

- Promotion of the programme through regular distribution of leaflets containing translation straplines in appropriate locations and a dedicated website/service directory
- Further improved availability of a variety of media e.g. hospital notice boards and links to common access points including websites of partners
- Production of quarterly newsletters which are distributed to providers and other stakeholders including Elected Members
- More information provision through locally based Monitoring and Review Officers maintaining close links with councils and other agencies
- Setting up of local Provider Forums for more operational staff

Diversity

- Leaflets available in a number of community languages as well as other formats such as Braille
- Service specifications and contracting reflect diversity
- Diversity central element of service reviewing procedures

- New services commissioned meet the needs of hard-to-reach groups such as offenders, rough sleepers and people living with HIV/Aids
- Research into and improved knowledge about the housing-related support needs of people from Minority Ethnic communities, Refugees and Gypsies and Travellers resulting in the commissioning of a service specifically for people from Asian Ethnic Minority groups in north Kent

Outcomes for service users

- New services commissioned for previously excluded groups such as people living with HIV/Aids and rough sleepers and offenders
- Expansion of specialist services across the county such as floating support for women fleeing domestic abuse
- Improvement in quality of services in that there has been a rise in services graded as A under the Quality Assessment Framework.
- The Local Area Agreement 1 target to increase the number of service users enabled to move on into independence has been exceeded with a total of 7,020 planned moves compared with a target of 5,588.

2. Emerging Issues/New Contexts

New contexts and emerging issues determine the focus and priorities for the remainder of the strategy and have, where appropriate, been incorporated in the action plan 2008-2009:

2.1 Recommendations from the Audit Commission Inspection

- Strengthen the strategic approach by refreshing the 5 Year Strategy, enhancing work related to the housing-related support needs of hard-to-reach-groups and contributing to the development of a countywide Move-On Strategy
- Improve and give a higher profile to performance management and governance of the programme by establishing suite of performance indicators measuring the impact of the programme on service users and and the wider community and providing trend information, and developing an induction pack providing comprehensive guidance to all members of the governance bodies and professionals new to Supporting People
- Improve the approach to value for money by developing benchmarking in partnership with other Administering Authorities and developing robust performance reports
- Improve service user involvement through developing and implementing a service user involvement strategy, careful planning of public consultation exercises and enabling service users to contribute to the shaping of the programme
- Improve access and information with a focus on better induction and training for frontline staff, reviewing all information and handbooks to ensure clarity and to enable providers to understand and benefit from existing financial incentives for enhanced performance, and explore the use of mystery shopping exercises to monitor progress.

(see Appendix 8, Action Plan)

2.2 Local Government White Paper ‘Strong and Prosperous Communities’

The paper sets out the

- Importance of partnership working
- Focus on Local Area Agreements as a route to ‘place shaping’
- Need for citizen engagement
- Neighbourhood and community involvement and empowerment
- Joint procurement to achieve best value

2.3 The National Supporting People Strategy ‘Independence and Opportunity’

In 2007 the Department of Communities and Local Government published ‘Independence and Opportunity’ its national strategy for Supporting People which focuses on four key areas:

- Keeping service users at the heart of the programme and local delivery including user focussed models of support informed by best practice, developing a Service User Charter for Independent Living, and enhancing service user choice and control by learning from individual budget pilots and other choice led funding mechanisms.
- Building on partnerships with the third sector (Voluntary Organisations) through compliance with the Third Sector Compact, and adherence to full cost recovery principles, as well as further develop capacity building to support and encourage smaller providers.
- Delivering effectively in the new local government landscapes through the new performance framework set out in the Local Government White paper which envisages Supporting People to be delivered through the new area based grant by April 2009.
- Working towards optimising efficiency and less bureaucracy and tackling unmet need

Particular and key challenges to the Supporting People programme arising from these strategic drivers are:

Area based grant and Local Area Agreement (LAA)

- Removal of the ring-fence from the Supporting People Programme and the possibility of the dilution of the focus on housing related support is a major risk
- Need to explore how Supporting People will integrate into the LAA to deliver its targets and the Community Strategy, including the delivery of the Supporting People indicator NI 141 within the Kent LAA. For a list of other National Indicators that the programme contributes to see Appendix 9)
- Need to explore both how Supporting People will work within the Local Strategic Partnership and what the programme has to offer to the expanded LAA as an established multi agency cross cutting programme

Individual Budgets/Self-Directed Support

- Elements of Supporting People funding may in time become part of people’s individual budgets
- Need to evaluate the national pilots and work closely with colleagues in understanding the implications for the Provider Market. The proposed increased

usage of Individual Budget arrangements would require innovative approaches to commissioning

- Need to consider the how 'brokerage' will work and how to ensure appropriate safeguarding for vulnerable adults

2.3 The Financial Context

Further to the Comprehensive Spending Review announcement for 2008–2011 our indicative grant settlement for the next three years is as follows:

2008/09: £32,024,915

2009/10: £32,024,915

2010/11: £32,024,915

This allows stability in budgeting for the programme. However, it also represents a cut in funding since April 2003, particularly against the backdrop of inflation and rising staff costs for providers. The table below gives a summary of the Kent grant settlements since the inception of the programme.

Year		Grant
2003/2004	Y1	£34,500,000
2004/2005	Y2	£34,233,000
2005/2006	Y3	£32,510,000
2006/2007	Y4	£31,947,000
2007/2008	Y5	£32,024,915
2008/2009	Y6	£32,024,915
2009/2010	Y7	£32,024,915
2010/2011	Y8	£32,024,915

Up to now, the Kent Supporting People Programme has delivered services within the grant and has used the headroom created by service reviews, management action and value for money negotiations to achieve a contribution to inflationary costs for providers of 2% per annum over the last three years. The programme has also managed to achieve modest strategic growth through the commissioning of new services.

(see Appendix 10 for the 5-year forecast 2008-13)

3. Priorities

The priorities for the remainder of the Kent Supporting People Strategy 2005-2010 are:

- 1) Implement the recommendations of the Audit Commission, to:
 - Strengthen the strategic approach to Supporting People
 - Improve performance management and governance of the programme
 - Improve value for money
 - Improve service user involvement
 - Improve access and information in relation to the Supporting People Programme

- 2) Implement the transition of the programme funding into the area-based grant and any new administrative measures accompanying this, including establishment of effective links with the Local Strategic Partnerships
- 3) Continue to implement the outcomes of the strategic reviews of short-term accommodation-based services and older persons services
- 4) Incorporate the provisions of the National Supporting People Strategy into the Kent Supporting People Programme
- 5) Plan for and consult widely on the Kent Supporting People Strategy 2010-15, and present a Draft Strategy to the governance bodies by March 2010

3.1 Targets

The overall targets, then, for the remainder of the strategy, are:

- Using grant funding to best effect
- Appropriate distribution of budget between different client groups
- Reflecting partners' and service users' priorities in the delivery of the programme
- Improved performance and outcomes for service users
- Stronger role of governance bodies including service users
- More effective use of available budgets
- Equality of access and more choice for service users

3.2 Planning Work for the Supporting People Strategy 2010-2015

Some of the issues discussed and of longer-term significance will need to be incorporated into planning for the new Kent Supporting People Strategy. Detailed project, action and consultation plans are to be submitted to the governance bodies by November/December 2008.

APPENDIX 1 The Kent Five Year Supporting People Strategy, Achievements

Action Area	Action Planned	Progress
1. Governance and partnerships	Development of a Kent wide protocol for homeless people with mental health problems, which will facilitate improved working between housing and specialist mental health service enabling service users to have improved access to services.	Met. Protocol developed in line with government legislation and with input from Mental Health Trust, Social Services and local housing authorities. Protocol launched March 2005
	Develop a protocol for homeless 16 & 17 year olds, which will facilitate working between housing and Social Services.	Met. Protocol developed with 16+, local housing authorities and other stakeholders and partners. Protocol about to be launched
	Continue to work closely with all partners and stakeholders to inform and be informed about the support needs of the client group.	Met. In close consultation with partners, carried out strategic review of older persons services, floating support and short-term accommodation-based supported housing.
	In partnership with stakeholders, continue quantifying housing related support needs	Met. Stakeholders such as the Kent Drug and Alcohol Team, Probation, housing authorities and voluntary organisations needs of vulnerable client groups continue to be quantified
	Work with our partners and landlords in the private sector to review the restrictions excluding many young people from accessing accommodation in all sectors	Not met
	Better move on from Refuge provision. Work with districts/ boroughs to investigate how to increase move on supply across sectors.	Not met
	On-going partnership working and being involved with the planning structures associated with the Kent Learning Disabilities Partnership Board.	Met
	Investigate with our partners in districts/ boroughs, Registered Social Landlords and LSVT's the possibility of setting up a database of adapted properties for people with physical disabilities.	Not met
	Develop mechanisms to involve service users in service development and monitoring the Five Year Strategy.	Partially met. Implementation of Service User Panel and two service user involvement workers participating in reviewing services.

Action Area	Action Planned	Progress
	Using the Annual Plan the Supporting People Team will monitor progress towards the achievement of the strategic aims and objectives outlined in this Five Year Strategy and will report to the Commissioning Body on a quarterly basis	Met.
	Implement the Supporting People Communication and Consultation Strategy which outlines the objectives and methods for effective consultation and how the present arrangements will be improved with particular regard to engaging with service users, including 'hard to reach' groups, at different levels.	Partially met. Information material published through a wide range of methods and service users involved in the review of services and all strategic reviews.
	Work in partnership with districts/boroughs in investigating how current accommodation-based schemes can be used more effectively by constructive engagement with private sector landlords, thereby increasing the supply of move on accommodation.	Not met. However, joint work on Move-On Strategy to start shortly.
2. Grant compliance, strategy and needs	Address gaps in knowledge about the nature and extent of the housing-related support needs of older members of Ethnic Minorities, gypsies and travellers, people with physical disabilities, refugees and people with HIV/AIDS and carry out more research into the needs of these groups.	Partially met. Research carried out in the needs of Minority Ethnic groups, travellers and gypsies, refugees and people living with HIV/Aids.
	Funding to be refocused on services that prevent homelessness and assist in the move from temporary accommodation to permanent housing and moving to more flexible provision.	Met. New Outreach and Resettlement service commissioned.
	In partnership with the Kent Drug and Alcohol Team, continue quantifying housing related support needs and integrate services with treatment services to ensure those accessing treatment can access housing related support to prevent loss of accommodation.	Met. Needs quantified and new services commissioned that contribute to individuals accessing or maintaining treatment.
	Undertake a strategic review floating support services in order to ensure that supply is distributed to meet identified need and including a review of referral mechanisms and referral administration across the county.	Met. Report presented to Commissioning Body. Recommendations have been implemented.
	Carry out a review of all support services for older people which will consider all options, including the potential for remodelling services in areas where there is inappropriate provision. As part of the review, we will consider the potential for remodelling scheme manager serviced accommodation with provision of Floating Support for people with support needs who require such support.	Met. Report presented to Commissioning Body. Recommendations are being implemented.

Action Area	Action Planned	Progress
	Review Home Improvement Agencies (HIAs) and ensure that a standard service is provided in each district/ borough. Also ascertain whether HIAs are agencies that could, working in partnership with the police, be used to provide additional support to domestic abuse victims, by providing new locks, alarms and so on. And assess the possibility of HIA's being involved in the delivery of assisted technology living	Met.
	With Probation funding for accommodation having been subsumed into the Supporting People budget, retain at least existing levels of housing related support to enable preventative work to continue and short term accommodation to remain available to homeless ex-offenders to reduce the risk of re-offending.	Met. More specialist floating support for the client group commissioned.
	Consider expanding floating support services for teenage parents across Kent and meeting this expansion through more generic services	Met. Need met through additional generic floating support services
	Working with our partners to quantify housing related support needs of people with learning disabilities living with ageing carers, young people and those currently in residential accommodation but aiming to live independently in future.	Not met. Work to start under the leadership of the Learning Disabilities Partnership to quantify housing-related support needs.
	Improve identification systems for people with complex needs in order to establish what kind of support services best meet the needs of this client group and carry out research into the support needs of this client group and how best to identify the multiplicity of their needs amongst other client groups.	Not met.
3. Delivery arrangements	As part of the Kent Public Service Agreement 2 (PSA2), we will work on baseline figures for Target 10 which promotes independent living for vulnerable adults aged 18 to 64. Supporting People will also contribute to targets in the Local Area Agreement: reduction in vulnerable people living in homes that fail to meet 'decent homes' standard; reduction of delayed transfers of people from Mental Health in-patient facilities to the community; and a reduction in the number of drug users and ex-offenders homeless or housed in temporary or inappropriate housing.	Met. The programme is aligned to the Local Area Agreement and implemented sound monitoring of the target.

Action Area	Action Planned	Progress
	<p>Achieve a balanced budget and establish efficient financial monitoring and application of the following measures:</p> <ul style="list-style-type: none"> • Limit the number of support hours delivered per week for new service users • Phase in an approach to reduce the hours delivered per week to existing service users over a period of three years. • Limit the percentage of overheads payable in contracts and limit hourly costs and re-negotiate contracts accordingly. • Remove the costs for elements of support no longer covered by the Housing Related Support Criteria for Kent (i.e. 24 hour support, cleaning etc.) with the exception of Domestic Violence, Direct Access and homeless projects. • Combine legacy funding into one Supporting People cost. SHMG to be removed from registered care homes and 12 months notice will be given to such services. 	Met. Budget balanced and efficient financial monitoring established.
4. Performance management	<p>Monitor the performance of all contracted services on a quarterly basis through the submission and analysis of performance returns which measure service availability, utilisation and staffing as a percentage of that contracted for. Performance information is uplifted to ODPM quarterly. All services are expected to meet the following targets:</p> <ul style="list-style-type: none"> • Availability 100% • Utilisation 80% • Staffing 95% <p>Apply Strategic Relevance Questionnaire to identify poor value for money in services and work on obtaining better quality data from providers.</p>	Met.
5. Commissioning and performance	All existing services will be reviewed by March 2006. Our review schedule was developed on a risk basis and prioritised services delivered by individual providers and those services considered high cost. The review process must be more than a desktop exercise; therefore to date all reviewed services have incorporated a validation visit which included consultation with service users.	Met. All services reviewed within the time scale.

Action Area	Action Planned	Progress
	Undertake an ongoing programme of service reviews incorporating best value principles to ensure continuous improvement against the quality framework.	Met.
	Apply sound procurement practice supporting the cost efficient delivery of services and best practice in relationship with providers and all stakeholders through developing a methodology for tendering.	Met.
	Issue Steady State Contracts and finalise accreditation procedures and agree format and timetable of second round service reviews.	Met.
	Ensure that all Home Improvement Agency services are grounded in clear business plans that meet our strategic objectives in a diversifying market.	Met.
	Decommission and commission new services within the context of strategic reviews of services.	Met.
	Relating to identified need, consider remodelling a current scheme for homeless people in Dover into a direct access scheme and fund a new supported housing scheme for people misusing alcohol which will open in Canterbury in 2005 (and which will be part-funded by the Kent Drug and Alcohol Team).	Met. Fern Court in Dover and Cedar Court in Canterbury now funded by Supporting People.
	Continue joint working and sharing of permitted information with the cross-authority group to make the most effective use possible of the Supporting People programme in the sub-region	Met.
6. Value for Money	Improve quality of services.	Met.
	Continue implementing measures such as capping Block Subsidy Contracts and amalgamating services to ease administration. This both reduces the number of Block Subsidy forms and client changes required along with reducing costs in staff time (both in the AA and the providers), stationery and printing. Likewise with the amalgamation of contracts, reduces the number of workbooks, validation visit reports etc.	Met.

Action Area	Action Planned	Progress
	Develop a specific value for money approach based on: <ul style="list-style-type: none"> • Agree a local criteria in relation to setting a reasonable number of hours per week that would reflect Housing Related Support (HRS) tasks as opposed to other statutory provision, 10 to 17.5 hours are likely to be the recommendation • Identify tasks not eligible for Supporting People funding and cost them. • Address need/demand/referral processes for schemes • What are the specific costs of a direct access support scheme (i.e. Domestic Violence/Homeless Hostels/Young Person Hostels requiring 24 hour cover) • Determine hourly costs of support for all services for ease of comparison • Identify maximum hourly costs by sector taking into account external factors such as, Health & Safety rules for Mental Health services • Compare like-for-like services identifying client group, support provision etc. 	Met. All proposed actions taken.
7. Service user involvement	Implement the Supporting People Communication and Consultation Strategy which outlines the objectives and methods for effective consultation and how the present arrangements will be improved with particular regard to engaging with service users, including 'hard to reach' groups, at different levels.	Partially met. Information material published through a wide range of methods and service users involved in the review of services and all strategic reviews.
	Develop mechanisms to involve service users in service development and monitoring the Five Year Strategy.	Partially met. Implementation of Service User Panel and two service user involvement workers participating in reviewing services.
8. Access to services and information	Implement the Supporting People Communication and Consultation Strategy (see above)	Partially met. (see above)
	Strategically review all floating support services and assess referral processes, to ensure that services are truly flexible and accessible to all service users who need support.	Met. Central referral system implemented to ensure equality of access.
9. Diversity	Research needs of vulnerable people from Minority Ethnic and other hard-to-reach groups such as travellers and gypsies and people living with HIV/Aids.	Met. Research carried out and better understanding of the housing-related needs of such groups. New services commissioned.

Action Area	Action Planned	Progress
10. Outcomes for service users	Implement monitoring PSA 2 targets applying to Supporting People and establish improved methods for measuring successful outcomes	Partially met. PSA 2 targets monitored but outcome monitoring only recently implemented nationally via St. Andrews.
	Improve better measurement of outcomes at service level by setting service specific objectives and targets. These will vary according to client group and service type and will focus on measuring how each service contributes to the Supporting People preventative agenda.	Met through service specifications for newly commissioned services.

APPENDIX 2 Strategic Review of Floating Support Services (November 2005)- Redistribution of Services and Commissioning of New Services

Following the strategic review of floating support services, the Commissioning Body agreed to the following recommendations:

- Reduce capacity / decommission some services in districts / boroughs with oversupply
- Commission new services in districts / boroughs with undersupply
- Commission new specialist services for particular client groups where there are identified gaps in such services

Decommissioning and Redistribution of Resources

Under this approach, and including apportioning the Floating Support services provided across several districts / boroughs, provision across the county was redistributed as follows:

District	Current Provision(including apportioned cross-Kent services units)	Proposed Units (under Option 6)	Change (+-)	ODPM Proposed Units
Ashford	144	154	+10	116
Canterbury	131	118	-13	129
Dartford	62	90	+28	120
Dover	139	149	+10	165
Gravesham	90	120	+30	152
Maidstone	89	104	+15	101
Sevenoaks	201	114	-87	85
Shepway	135	152	+17	173
Swale	126	136	+10	158
Thanet	101	165	+64	214
Tonbridge and Malling	178	124	-54	87
Tunbridge Wells	196	116	-80	92
FS for people fleeing domestic abuse		50		
	1592	1592		1592

The proposal included a redistribution of resources and the commissioning of support services for people fleeing domestic abuse in districts / boroughs with no such service at present, with a proposed volume of 50 units.

New services commissioned and covering east and west Kent were:

East Kent (Dover, Thanet, Canterbury, Shepway, Ashford and Swale districts)

Generic Support	(64 Units)
Ex – Offenders	(19 Units)
People at risk of Domestic Violence	(35 Units)
Substance Misuse	(39 Units)
Mental Health	(10 Units)

West Kent (Dartford, Gravesham, Maidstone, Sevenoaks, Tunbridge Wells, Tonbridge & Malling districts)

Generic Support	(50 Units)
Ex–Offenders	(27 Units)
People at risk of Domestic Violence	(30 Units)
Substance Misuse	(27 Units)
Mental Health	(50 Units)

APPENDIX 3 OLDER PERSONS REVIEW RECOMMENDATIONS

No	Recommendation
i	The Programme will support providers who are moving or are planning to move to a peripatetic/floating support model for scheme managers over a period of time, dependent on the pattern of needs of older people within individual schemes, and based on local consultation with service users. This applies to Almshouses and sheltered housing providers. There will be no time limit imposed on this.
ii	The Commissioning Body has requested a Strategic Review of Investment in the future, as part of its continuing consideration of its Five Year Strategy; this will include Older Persons Services.
iii	The Team will continue to fund community alarms in sheltered housing and Almshouses as at the current time, provided that over a period of time these should be made compatible with KASS Telecare services. Due to the significant variation in alarm charges further work is required by the Team to carry out a 'market test' exercise for the price of an alarm. Any excess cost identified by this process would be reinvested in extending the availability of community alarms. By April 2009 at the latest there will be a separate contract schedule for housing related support and a separate contract schedule for community social alarms for each provider. Community/social Alarms will be costed out separately to housing related support following a market testing exercise.
iv	This recommendation is no longer relevant -please see revised recommendation 3.
v	Abbeyfields will be assessed against Kent's eligibility criteria. This will be part of normal contract negotiations
vi	The Programme will continue to fund existing extra care contracts. Any new developments would need to go through a procurement / commissioning process for funding – dependent on the availability of financial resources.
vii	Providers will continue to carry out needs assessments for tenants moving into sheltered housing. The Team will work with providers to try and determine how older people may be able to access resources for a basic alarm service.
viii	The Team will undertake further work on service specifications for the services provided by scheme managers, peripatetic or floating support workers in conjunction with providers and service users.
ix	This recommendation is no longer relevant. – please see revised recommendation 3.
x	Steady State Contracts will be issued for a further year in April 2008. In April 2009 these Contracts will be issued for two years in line with other contracts.
xi	All existing block subsidy contracts for older people's services will be capped by April 2008.
xii	The Supporting People Team will deliver all of the recommendations outlined above with an emphasis on ensuring that they are sensitive to the needs of a culturally diverse society
	A 'good practice' work shop will be held by the Team for providers of sheltered housing and extra care who would like to learn from other providers that have already gone down the peripatetic/floating support route.

APPENDIX 4, Recommendations Arising from the Strategic Review of Short-Term Accommodation-Based Services (February 2007)

The Supporting People Team made the following recommendations which were accepted by the Commissioning Body:

1. Development of a countywide Reconnection Policy through the Joint Policy and Planning Board to ensure Supporting People funded services comply with Grant Conditions. As part of this work, a monitoring system to be established to ensure compliance with the Policy once implemented.
2. Commission an Outreach and Resettlement Service in East and West Kent to prevent homelessness for
 - a) Individuals with housing related support needs in crisis whose tenancies are failing and who need quick intervention
 - b) Individuals who are unable to leave supported accommodation unless they receive support
3. Commission a Floating Support service for Rough Sleepers, to prevent people without accommodation becoming entrenched in a street homeless lifestyle and support them in gaining access to accommodation.
4. In consultation with districts / boroughs as key stakeholders, re – review two services for People with Mental Health Problems to examine their strategic relevance.
5. In consultation with districts / boroughs as key stakeholders, re - designate two services for People with Mental Health Problems: one service from short – term to long – term service, and one service to a service for people with dual diagnosis.
6. Improve access to services through development of a protocol aimed at removing restrictive referral policies. This will need to include examining the roles of Joint Assessment and Referral processes and Single Agency Assessments in accessing supported accommodation.
7. Improve access to services through working with providers of services where restrictive eligibility criteria are being applied.
8. Development, through the Joint Policy and Planning Board, of a countywide move – on strategy that would encompass common approaches to the use made of rent deposit schemes, nominations to general needs housing and improved use of private sector accommodation.
9. Development, through the Joint Policy and Planning Board, of a countywide approach to accessing supported accommodation (excluding Direct Access schemes).
10. Development, through the Joint Policy and Planning Board, of a countywide approach to redistributing resources across the County and agree a timetable for such redistribution.
11. Prioritise the following growth bids for new short – term accommodation:
 - a) A dedicated service for Young People at Risk, including 16 and 17 year olds, in West Kent (within the Sevenoaks, Tonbridge & Malling and Tunbridge Wells area)
 - b) Dedicated services for People with Mental Health Problems in Ashford and Tonbridge & Malling
 - c) A dedicated service for People Fleeing Domestic Abuse either in the Sevenoaks or the Tonbridge & Malling boroughs
 - d) A service for People Misusing Substances (Alcohol) in West Kent
 - e) A service for Teenage Parents in Maidstone

Key Actions

The key actions towards implementing the proposed recommendations are:

- Through the Joint Policy and Planning Board, work with representatives from across the county to
 - a) develop a countywide Reconnection Policy
 - b) assist the Supporting People Team with removing restrictive referral practices. Access to certain services must not be restricted to clients of statutory services nor should referral mechanisms such as Joint Referral and Assessment processes enforce local connection of applicants to services. This work should include looking at ways to develop common mechanisms for referring to short-term supported accommodation (excluding Direct Access services)
 - c) develop a common approach to enabling service users to access move-on accommodation
 - d) consider potential redistribution of resources across the County and agree a timetable
- The Supporting People Team to commission East and West Kent Outreach and Resettlement services and Rough Sleepers services
- The Supporting People Team to re-review two services: Aaron House and Community, Therapy and Rehabilitation Ltd.
- The Supporting People Team to work with stakeholders to identify the schemes to be re-designated long-term supported accommodation for People with Mental Health Problems and supported accommodation for people with dual diagnosis.
- The Supporting People Team to work with service providers to review and remove restrictive eligibility criteria in services where they have been identified.
- Develop a policy with regard to funding people with Mental Health Problems discharged into the community on Sect. 117 of the Mental Health Act.

APPENDIX 5 Headline Figures for Quality Assessment Framework Grades 2003-2008

4 core objectives for quarters 1 to 7 of the programme (Apr 2003-Dec 2004)

Out of a then total of 463 services funded by Supporting People:

33 services were awarded an A grade
33 services were awarded a B grade
165 services were awarded a C grade

The remaining 262 services reviewed under 6 core objectives.

6 core objectives from quarter 8 onwards (Dec 2004-Mar 2006)

32 services were awarded an A grade
42 services were awarded a B grade
118 services were awarded a C grade

40 services were reviewed under the QAF lite and therefore achieved a C grade

In the period between the end of the service review process (Mar 2006) and the end of the interim contract (Mar 2007):

Services that were reviewed at the start of the programme under 4 core objectives were reviewed against the extra 2 core objectives. Under this process:

24 services were awarded an A grade
42 services were awarded a B grade
92 services were awarded a C grade
1 service was awarded a D grade (in-house mental health which has been redefined)

72 services had since been decommissioned or merged.

Under the steady state contract we are in the process of revisiting services according to risk. As at 12th May 2008:

79 services have been awarded an A grade
27 services have been awarded a B grade
11 services have been awarded a C grade

APPENDIX 6 Services Decommissioned 2003-2008

Service Provider Name	Service Name	Units	Client group	Reason for Decommission	Actual Units Lost
Oasis Women's Refuge	Floating Support	8	Domestic Violence	Decommissioned, concerns over provider, reallocated as part of FS reconfiguration	0
Maidstone Housing Trust	Floating Support - Ex Offenders	1	Ex-Offenders	Not strategically relevant. Only 1 unit, reallocated as part of FS reconfiguration	0
Maidstone Housing Trust	Blitz Clean	15	Generic	Not strategically relevant outside of eligibility criteria	15
Mr Christopher Brooks	28-30 Allen Street	4	Learning Disabled	Decommissioned, concerns over provider, reallocated to another provider	0
St Pancreas & Humanist Housing Association	Community Support Services	2	Learning Disabled	Not strategically relevant, reallocated as part of FS reconfiguration	0
MCCH Society Ltd	MCCH Floating Support	3	Learning Disabled	Not strategically relevant, reallocated as part of FS reconfiguration	0
L. M. W Support Work	L. M. W. Support Work	1	Learning Disabled	Not strategically relevant. Only 1 unit, reallocated as part of FS reconfiguration	0
The Regard Partnership	155 Canterbury Road	5	Learning Disabled	Not strategically relevant concerns over service provision service wholly provided to residents of London boroughs	5
Chislehurst Care Limited	Chislehurst Care Limited	2	Learning Disabled	Decommissioned, concerns over provider, reallocated as part of FS reconfiguration	0
Maidstone Housing Trust	Floating Supp.- Parents with Learning Dis.	2	Learning Disabled	Service amalgamated into one generic service	0

Service Provider Name	Service Name	Units	Client group	Reason for Decommission	Actual Units Lost
SC Support and Care Services	Floating Support	5	Learning Disabled	Concerns over service provider. Reallocated at FS reconfiguration	0
Moat Housing Group-South Limited	Independent Living Scheme	10	Learning Disabled	Decommissioned at service providers request FS units reallocated as part of FS reconfiguration	0
The Regard Partnership	Park Road	9	Learning Disabled	Not strategically relevant concerns over service provision service wholly provided to residents of London boroughs	9
Rethink	Folkestone Supported Independence Project	4	Mental health	Not strategically relevant, reallocated as part of FS reconfiguration	0
Mental Health Residential Limited	71A London Road	1	Mental health	Not strategically relevant. Only 1 unit, reallocated as part of FS reconfiguration	0
Sevenoaks Area Mind	SDAMH Floating Support Service	1	Mental health	Not strategically relevant. Only 1 unit, reallocated as part of FS reconfiguration	0
Dover District Council	FS for the Elderly or Disabled	676	Older Persons with Support Needs	Decommissioned service had never existed, units were double counted by provider	676
Dover District Council	Bede & Dunstan - Capped	42	Older Persons with Support Needs	Service decanted and demolished	42
Strode Park ComCare	Floating Support	10	Physical/Sensory Disability	Decommissioned, concerns over provider, reallocated as part of FS reconfiguration	0
West Kent Housing Association	Aids and Adaptations	15	Physical/Sensory Disability	Not strategically relevant, covered under HIA contract	15

Service Provider Name	Service Name	Units	Client group	Reason for Decommission	Actual Units Lost
Total		816			762

Services decommissioned since end of service review process

Service Provider Name	Service Name	Units	Client group	Reason for Decommission	Actual Units Lost
Ashford Borough Council	Gypsy Support Services	16	Gypsy	Unable to complete QAF, alternative funding secured	16
St Martins Emmaus	St Martins Emmaus	21	Rough Sleeper	Provider request	21
Wortons	Wortons	1	Learning Disability	Provider request	1
Craegmoor Healthcare	Aaron House	11	Mental Health	Provider request	11
Stonham Housing Association	Dover Refuge	6	Domestic Violence	Unable to meet QAF Requirements	6
Stonham Housing Association	Folkestone refuge	7	Domestic Violence	Unable to meet QAF Requirements	7
Stonham Housing Association	Mid Kent Refuge	5	Domestic Violence	Unable to meet QAF Requirements	5
Mrs Wooley	Mrs Wooley	1	Learning Disability	Provider request	1
Mr Hawkins	Mr Hawkins	2	Learning Disability	Provider request	2
Avenues Trust	Harries Road	3	Learning Disability	Provider request	3
Jesus Hospital	Jesus Hospital	12	Older People	Unable to meet QAF Requirements	12
Tracy Gobbi	Summerfields	3	Learning Disability	Provider request	3

Decommissioned Units in Registered Care Homes

Of a total of 330 units:

- 34 were for frail elderly
- 25 for older people with support needs
- 52 for people with a sensory or physical disability
- 12 for alcohol issues
- 179 for learning disabilities or autism
- 28 for people with mental health issues

APPENDIX 7 Services Commissioned

1) Services commissioned since the start of the steady state contract

Service ID	Service Name	Organisation	Units
2000	Domestic Violence FS East	CASA	55
2001	Domestic Violence FS West	West Kent Housing Ass	30
2006	Mental Health FS East	CASA	16
2007	Mental Health FS West	Richmond Fellowship	50
2002	Substance Misuse FS East	Invicta Telecare	39
2003	Substance Misuse FS West	Invicta Telecare	27
2008	Ex-Offender FS East	East Kent Cyrenians	19
2009	Ex-Offender FS West	West Kent Housing Ass	27
2004	Generic FS East	Invicta Telecare	64
2005	Generic FS West	Invicta Telecare	50
2063	Dover Refuge	Refuge	6
2064	Folkestone Refuge	Refuge	7
2065	Mid Kent Refuge	Refuge	5
2457	Outreach Service	East Kent Cyrenians	144
2465	BME FS	Sahayak Rethink	17
2436	HIV/AIDS	Kent Adult Social Services	20
2435	The Cedars	CRI	7
2448	Tumim House	Stonham Housing Ass	9

2) Services to be commissioned

FS/Accommodation Based Services
FS Clearance
HIA Handy Person East & West Kent
FS Waiting List B/C
Horizons Thanet FPI Bid
Dual Diagnosis MH Service Dover

Appendix 8 Action Plan arising from the Recommendations of the Audit Inspection Commission

Recommendation 1	Aim	Action	Lead SP Officer	Target Date
Strengthen the strategic approach to Supporting People by:	Further needs assessments of needs of Gypsy and Travellers, BME groups, refugees and people living with HIV/Aids	Continuing to enhance work through the County wide Gypsy and Travellers group which Supporting People attends and the Director of Resources chairs.	Ute Vann	21 April 08
	Refreshing the Five-Year Strategy to identify future priorities and show how the needs of BME and other hard to reach groups will be met:	Focus groups need to be instigated to ensure that all the relevant agencies are identified	Jo Pannell	March 08
		Supporting People will produce a Strategy map on how all the relevant Strategies link with each other	Jo Pannell	June 08
	Ensuring that the revised Five-Year Strategy fully reflects the priorities and needs of the partners and key stakeholders, including the new PCTs and service users	A consultation event will be held on the Five-Year Strategy refresh – plenty of notice will be given to our key stakeholders and partners prior to the event to ensure maximum attendance. Key people who have the ability to make decisions will be invited (possibly elected members?)	Jo Pannell	Nov 08
	Developing a county wide move-on strategy in partnership with service providers and other partners.	JPPB sub group to develop and market a County wide move-on Strategy	Ute Vann	June 08
		The issues involved with the private sector will be mapped out in a one-off meeting	Jo Pannell	Sept 08

Recommendation 2	Aim	Action	Lead SP Officer	Target Date
Improve performance management and governance of the programme by:	Establishing a suite of performance indicators which allow managers and governance bodies to measure the impact of the programme in terms of benefits for the service user and the wider community	Quantitative measures are needed to show levels and areas of social inclusion and Qualitative need to show numbers of people receiving a service.	Mel Anthony	June 08
		Questionnaires and surveys used to test client satisfaction levels with their service will be fed into performance management reports	Kevin Prior/ Melanie Anthony	June 08
		A programme of training sessions will be offered to providers to complete the Outcomes returns to St Andrews	Mel Anthony	December 08
	Giving performance management a higher profile within governance meeting agendas	Performance management reports now appear first on the agenda of Core Strategy Development Group and Commissioning Body	Mel Anthony	COMPLETE
	Ensuring that all members of the governance bodies are provided with comprehensive guidance and induction	Induction packs for new members of the CSDG and CB will be produced	Mel Anthony	June 08
		The Supporting People Team will be available to talk through any issues that remain unclear	Claire Martin	On going
	Continuing to involve the wider body of elected members in the development of the programme	The induction packs will be sent to all portfolio holders and will be on the website to down load	Mel Anthony	September 08
		Six monthly reports will be presented to The Adult Services Policy Overview Committee	Claire Martin	April 08 Nov 08
	Ensuring that all plans clearly set out the expected impact and outcome of each proposed action	A glossary will be inserted at the front of all future CSDG and CB papers	Mel Anthony	COMPLETE

Recommendation 3	Aim	Action	Lead SP Officer	Target Date
Improve the approach to Value for Money by:	Working with other SP partnerships to develop further benchmarking and ensure more in-depth and meaningful comparative analysis	Kent will continue to work with its cross – authority partners to improve upon the benchmarking work already done together	Kevin Prior	June 08
		Benchmarking amongst providers against cost and quality will become part of performance reporting	Mel Anthony	June 08
	Ensuring that the financial impact of all decisions taken in relation to the programme is clearly set out in Commissioning Body reports	Financial impact assessment is a standard item on all reports to Commissioning Body	Mel Anthony	COMPLETE
	Developing robust performance reports which clearly draw attention to costs and efficiency savings	This will be incorporated within the Five-Year Strategy	Jo Pannell	March 09
		Report template to be amended	Mel Anthony	June 08

Recommendation 4	Aim	Action	Lead SP Officer	Target Date
Service user involvement by:	Developing a service user involvement strategy which includes clear measurable outcomes in consultation with users and advocates	The strategy is to be redeveloped	Jo Pannell	Sept 08
		Partners will support and assist the Supporting People Team to use existing service user consultation groups to reach a wide and varied target audience, appropriate to the task in hand.	Jo Pannell	Sept 08
		The Supporting People Team will have exact questions they wish to ask service users	Jo Pannell	Sept 08
	Carefully planning all major public consultation exercises	Communication planning, agreed at CSDG and CB is a standard part of all consultation exercises	Claire Martin	Ongoing
		The Supporting People Team will tailor all events to the needs of the respective client groups being consulted with and ensure clarity about what we want to know	Claire Martin	Ongoing
	Ensuring that service users have an opportunity to influence decision making and participate in governance, performance management and procurement	Partners will support and assist the Supporting People Team to use existing service user consultation groups to reach a wide and varied target audience, appropriate to the task in hand	Jo Pannell	Sept 08
		The Supporting People Team will use existing mechanisms, local forums and house meetings	Jo Pannell	Sept 08

Recommendation 5	Aim	Action	Lead SP Officer	Target Date
Improve access and information in relation to the Supporting People programme by:	Ensuring that no providers apply restrictive access and referral arrangements and that all comply with the Programme's agreed reconnection policy	The county reconnection policy will be monitored and findings reported to CSDG and CB.	Ute Vann	Nov 08
		Contract monitoring will include an examination of compliance	Kevin Prior	Nov 08
	Ensuring that frontline staff employed by the partners provide a consistent and informed approach to the Programme	Partners will support the Programme by utilising the Supporting People packs for induction of new staff	Mel Anthony	September 08
		Partners will continue to utilise local Monitoring and Review (M & R) Officer as a training resource.	M & R Officers	Ongoing
		Partners will alert the team of any shortfall of knowledge they discover during the course of their work	M & R Officers	Ongoing
	Undertaking mystery shopping of all telephone and frontline access points to the programme across the county and taking steps to address any shortfalls in performance	Programme will enlist the help of other Supporting People partnerships to mutually test frontline access points	Mel Anthony	May 08
		Providers to test their own reception areas and access points for information and knowledge among staff of the Supporting People programme in Kent	M & R Officers	June 08
	Ensuring that all documents are printed with the relevant translation straplines	All leaflets now include the translation straplines	Ute Vann	COMPLETE
	Providing clear information to providers about financial incentives available to encourage improvement	Revise handbooks, webpages	Kevin Prior	September 08

Recommendation 5	Aim	Action	Lead SP Officer	Target Date
	Making hard copies of the local services directory available at all key access points	Produce publicity material detailing availability of service directory details on the web site e.g. coasters	Mel Anthony	May 08

APPENDIX 9 Contribution of Supporting People to National Performance Indicators

The Supporting People programme makes a considerable contribution to many of the 198 National Indicators announced in autumn 2007 including the following:

NI 17: Perceptions of Anti-social behaviours
NI 15: Serious violent crime rate
NI 16: Serious acquisitive crime rate
NI 18 Adult re-offending rates for those under probation supervision
NI 19 Rate of proven re-offending by young offenders
NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police
NI 30 Re-offending rate of prolific and priority offenders
NI 31 Re-offending rate of registered sex offenders
NI 32 Repeat incidents of domestic violence
NI 34 Domestic violence – murder
NI 38 Drug-related (Class A) offending rate
NI 39 Alcohol-harm related hospital admission rates
NI 40 Drug users in effective treatment
NI 41 Perceptions of drunk or rowdy behaviour as a problem
NI 42 Perceptions of drug use or drug dealing as a problem
NI 45: Young Offenders engagement in suitable education, employment or training
NI 46 Young offenders access to suitable accommodation
NI 91 Participation of 17 year-olds in education or training
NI 112 Under 18 conception rate
NI 115 Substance misuse by young people
NI 117: 16-18 year-olds who are not in education, training or employment (NEET)
NI 124: People with a long term condition supported to be in control of their condition
NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)
NI 131 Delayed transfers of care from hospitals
NI 138 Satisfaction of people over 65 with both home and neighbourhood
NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently
NI 142: Number of vulnerable people who are supported to maintain independent living
NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence
NI 144 Offenders under probation supervision in employment at the end of their order or licence
NI 145 Adults with learning disabilities in settled accommodation
NI 146 Adults with learning disabilities in employment
NI 147 Care leavers in suitable accommodation
NI 148 Care leavers in employment, education or training
NI 149 Adults in contact with secondary mental health services in settled accommodation
NI 150 Adults in contact with secondary mental health services in employment

APPENDIX 10: Supporting People 5 Year Forecast 2008-2013

	2008/09	2009/10	2010/11	2011/12	2012/2013
Grant £'000'	32,025	32,025	32,025	32,025	32,025
Contract Commitments	29,561	32,280	35,683	35,352	34,309
* Inflationary Uplift	30,153	33,086	36,575	36,236	35,167
FS/Accommodation Based Services Jan 09	204	631			
FS Clearance Jan 09	624	1,922	-649	-1,927	
HIA Handy Person East & West Kent	444				
FS Waiting List B/C	463		-474		
Service User Involvement	100				
Horizons Thanet FPI Bid from 1.11.2008 Full year 97K	37	62			
Dual Diagnosis MH Service Dover from 1.11.2008 Full year 131K	50	82			
Rent Deposit Scheme	100		-100		
PFI MH Legal Costs	300	-301			
Reclaim	-196	201			
Annual Total	32,280	35,683	35,352	34,309	35,167
Balance (Expected Grant less Expected Spend)	-255	-3,658	-3,327	-2,284	-3,142
Achieved Savings B/F	9,275	9,021	5,363	2,035	-248
Saving	9,021	5,363	2,035	-248	-3,390

* Future Rates estimated at 2.5%. Increase to be agreed by Commissioning Body