

Appendix 2

| Cohort | Domestic Abuse | |
|--|--|--|
| Current supply Summary | The programme currently funds 100 refuge spaces and 160 floating support places. Total annual value £2m. A county wide Independent Domestic Violence Adviser (IDVA) service is commissioned through partners via probation at a cost of approx. £1m. A small number of Sanctuary schemes are funded across the county via Community Safety partnerships. The value of these contracts is yet to be determined. | |
| Needs Analysis Summary | <ul style="list-style-type: none"> • Gaps in provision around complex needs such as substance misuse • No BME specific accommodation • Move on pressures • Inconsistent Sanctuary provision | |
| Rationale | Commissioning Intention | Outcome |
| <p>To ensure that a more cohesive, seamless service is delivered to the client group, which is able to respond effectively to changing demands and needs</p> | <p>To rationalise existing domestic abuse service provision into 2 holistic services, one covering East Kent (Ashford, Canterbury, Dover, Shepway, Swale and Thanet) and one covering West Kent (Dartford, Gravesham, Maidstone, Sevenoaks, Tonbridge & Malling, Tunbridge Wells). These services should incorporate the following provision:</p> <ul style="list-style-type: none"> • Secure refuge provision sited in each district; including establishing new refuge accommodation in Tonbridge & Malling • A tenure neutral floating support service to women and men at risk of domestic abuse • Resettlement support to people leaving refuge services • A sanctuary scheme to facilitate security improvements to victims within their own homes to reduce homelessness caused by domestic abuse • An IDVA service to work within the community and SDVCs <p>The services commissioned must provide support to clients of any gender with additional and complex needs, such as substance misuse, mental health problems, learning disabilities, offending behaviour and gypsy/ travelers and older adults</p> <p>Where possible, joint commissioning with Medway Unitary Authority should be explored.</p> <p>To redesign referral routes into services and improve access to the private rented sector with use of a rent deposit and/or social lettings model.</p> <p>To increase focus in service on delivering to the health and wellbeing e.g. delivery against the Six Ways to Wellbeing</p> | <p>More cost effective (lower overheads through having a single contracted provider in each area) and flexible provision which covers the entire county.</p> <p>Flexible, more innovative models of intervention that reduce domestic abuse and social and financial costs of patterns of homelessness associated with domestic abuse.</p> |

| | | | |
|-------------------------|---|---------------|---------------------------------|
| Funding required | Currently combined costs are around £3m excluding the Sanctuary schemes A funding envelope of £3.5 million is approximated to be required. | Timing | Phase 1- complete April 2015 |
|-------------------------|---|---------------|---------------------------------|

| Cohort | Homelessness including rough sleeping | |
|---|--|--|
| Current supply Summary | The programme currently funds over 1500 units for this client group in 31 services including 3 for rough sleepers. Total annual investment £4.9m | |
| Needs Analysis Summary | <ul style="list-style-type: none"> • No provision in Sevenoaks District, little in Tonbridge and Malling BC • Elsewhere, remodelling and redesign will enable services to meet need, especially those with complex needs • A pathway approach, with emphasis given to community based preventative work will be more effective in preventing repeat presentations and securing shared outcomes • Effective use of the private rented sector with appropriate support, including rent deposit will improve move on and throughput. | |
| Rationale | Commissioning Intention | Outcome |
| <p>To effect better outcomes by ensuring more even spread of provision across the county, thus balancing the burden on resources to other agencies such as local authorities, private sector landlords and drug and alcohol services.</p> <p>To create clear pathways through the services available to ensure that clients receive the levels of support they need, and that support reduces as they increase in independence.</p> | <p>To rationalise provision of homeless accommodation based services to ensure an even spread of hostel provision across the county. The districts which currently have no homeless accommodation are: Dartford, Shepway and Sevenoaks. Tonbridge & Malling has limited provision.</p> <p>To ensure availability of specialist rough sleeper support to both entrenched rough sleepers, and new entrants to the streets.</p> <p>To reconfigure existing provision, and the additionally required services as detailed above into 2 holistic and flexible community based services covering East Kent and West Kent, to include hostel accommodation, lower support 'move on' accommodation, floating/resettlement support and rough sleeper support such as "Housing First" approaches. Provision must respond and address the needs of BME and emerging minority communities.</p> <p>To reconfigure the levels of support available in services to develop personalised pathways through homelessness services with reducing support as clients increase in independence.</p> <p>To increase focus in service on delivering to the health and wellbeing e.g. delivery against the Six Ways to Wellbeing</p> | <p>More cost effective (lower overheads through having a single contracted provider in each area) and flexible provision which covers the entire county.</p> <p>Flexible, more innovative models of intervention that reduce rough sleeping and social and financial costs of patterns of repeat homelessness.</p> |

| | | |
|---|--|---|
| <p>To ensure that a more cohesive, seamless service is delivered to the client group, including those with complex needs which is able to respond effectively to changing demands and needs</p> | <p>To incorporate into future commissioning plans appropriate provision for emergency bed spaces, and suitably cited locations for provision of SWEP (severe weather emergency protocol).</p> <p>To redesign referral routes into accommodation based services and improve access to the private rented sector</p> <p>To increase focus in service on delivering to the health and wellbeing e.g. delivery against the Six Ways to Wellbeing</p> | <p>Clear pathways through support services will enable clients to receive the appropriate levels of support and move through the available services in a timely fashion, positively impacting on throughput, and availability of support to new entrants</p> <p>More responsive emergency provision, which could be delivered on a more cost effective basis than is currently available to district and borough councils</p> |
| <p>Revenue Commitment required</p> | <p>Costs at April 2013/14 were £6m. Remodelling the service with above enhancements is estimated to reduce costs to £4.9m.</p> | <p>Phase 2 – complete April 2016</p> |

| Cohort | Learning Disability | |
|--|---|--|
| Current supply Summary | Current investment heavily favours long term services (over 40 services, annual investment in excess £3m) over short term services (3 services, annual investment £260k) | |
| Needs Analysis Summary | <ul style="list-style-type: none"> • Pathways in through and out of services need to be more clearly defined. Lack of move-on support hinders throughput in existing services, which become “silted up”. • High number of services with high level hours, possible duplication with Families and Social Care (FSC) Many of these services have little or no move-on • Low utilisation could indicate an oversupply • Lack of provision for those preparing to move into supported accommodation (e.g. those with ageing parents) • Take a collaborative approach to future commissioning these services with FSC. | |
| Rationale | Commissioning Intention | Outcome |
| <p>To create clear pathways through the services available to ensure that clients receive the levels of support they need, and that support reduces as they increase in independence</p> <p>More flexible models of provision will encourage better throughput and move on</p> | <p>To rationalise the existing provision, to ensure that the contracts in place are fit for purpose and meet the needs of the client group. To introduce greater flexibility in delivery models to facilitate support at an appropriate level to service users as they move through their support journey including the step up and step down from supported housing services.</p> <p>To ensure flexibility of provision, and that all contracts are able to meet the housing related support needs of service users with learning disabilities.</p> <p>To reduce the total number of contracts by commissioning holistic contracts on an East Kent and West Kent basis with clear pathways to independence for service users. This will incorporate a review of support hours being delivered in each scheme, and the timescales that service users are eligible to receive support at each stage of their journey.</p> <p>To ensure that services for other client groups (such as domestic abuse, floating support services and young persons services) are equipped to meet the needs of service users who may also have a learning disability</p> <p>To redesign referral routes into accommodation based services and improve access to the private rented sector</p> <p>To increase focus in service on delivering to the health and wellbeing e.g. delivery against the Six Ways to Wellbeing</p> | <p>Improved access to supported housing for people with a learning disability at same or lower cost.</p> <p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> <p>Reduced dependency upon more costly residential care</p> <p>That existing services, and specialist commissioned services are able to meet the needs of clients with learning disability, and service users have the flexibility to receive the most appropriate service</p> |

| | | |
|-------------------------|--|-------------------------------|
| | | for their needs. |
| Funding required | Whilst the impact of the FSC accommodation strategy cannot be known, a remodelling of the service could sustain sufficient accommodation based services and a community base for longer term low level support for an annual investment of approximately £2.5m | Phase 3 – complete April 2017 |

| Cohort | Mental Health | |
|--|--|---|
| Current supply Summary | Annual Investment of £2.97m in 36 services. Whilst the number of accommodation based units is evenly spread between short term and long term, the investment in short term services is greater by approximately a third. | |
| Needs Analysis Summary | <ul style="list-style-type: none"> Pathways in through and out of services need to be more clearly defined. Lack of move-on support hinders throughput in existing services, which become “silted up”. High number of services with high level hours, possible duplication with Families and Social Care (FSC) Many of these services have little or no move-on Low utilisation could indicate an oversupply A focus on prevention, low level support to avoid dependence upon accommodation based services and residential care. Ensuring that other services e.g. Homelessness, offenders, substance misuse are well equipped to address the complex needs of those who present. Take a collaborative approach to future commissioning these services with FSC. | |
| Rationale | Commissioning Intention | Outcome |
| To create clear pathways through the services available to ensure that clients receive the levels of support they need, and that support reduces as they increase in independence. | <p>To rationalise the existing provision, to ensure that the contracts in place are fit for purpose and meet the needs of the client group. To introduce greater flexibility in delivery models to facilitate support at an appropriate level to service users as they move through their support journey including the step up and step down from supported housing services.</p> <p>To ensure flexibility of provision, and that all contracts are able to meet the housing related support needs of service users with mental health problems</p> <p>To reduce the total number of contracts by commissioning holistic contracts on an East Kent and West Kent basis with clear pathways to independence for service users. This will incorporate a review of support hours being delivered in each scheme, and the timescales that service users are eligible to receive support at each stage of their journey.</p> | <p>Improved access to supported housing for people with a mental health issue at same or lower cost.</p> <p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> |
| More flexible models of provision will | To ensure that services for other client groups (such as domestic abuse, homelessness and young persons services) are equipped to meet the needs of service users who may also have mental health problems | Reduced |

| | | |
|--|--|---|
| <p>encourage better throughput and move on</p> <p>Equity of access into services, and reduce the complexity of entry into services for both service users and referring agencies</p> <p>To ensure that those with hoarding issues are able to safely maintain tenancy/ occupancy</p> | <p>Commissioning of further accommodation based dual diagnosis provision to address the identified need for further provision to meet the needs of service users with substance misuse and mental health problems.</p> <p>To redesign referral routes into services and improve access to the private rented sector</p> <p>To increase focus in service on delivering to the health and wellbeing e.g. delivery against the Six Ways to Wellbeing</p> <p>Explore the need for a county-wide service for hoarders</p> | <p>dependency upon more costly residential care</p> <p>More transparent, equitable access arrangements for Mental Health services across Kent.</p> <p>Additional provision to meet the identified needs of the dual diagnosis group.</p> <p>Improved support for individuals and increase in stakeholders knowledge of compulsive hoarding; promotion of healthy living and address social isolation; address environmental issues and risk of fire death to service users and neighbours</p> |
| <p>Funding required</p> | <p>Whilst the impact of the FSC accommodation strategy cannot be known, a remodelling of the service could sustain sufficient accommodation based services and a community base for longer-term, low level support for an annual investment of approximately £2.2m Cost of a hoarders service is yet to be determined.</p> | <p>Phase 3 – complete April 2017</p> |

| Cohort | Older People | |
|--|---|--|
| Current supply Summary | 80% of funding for older people is tied to sheltered housing (£2.7m, 5570 household units and £414k on 8870 community alarms and £129k in very sheltered) | |
| Needs Analysis Summary | <ul style="list-style-type: none"> • High level of need set to rise in Ashford Shepway Sevenoaks Swale, Tunbridge Wells and Tonbridge and Malling. • Traditional approach of services largely in sheltered housing | |
| Rationale | Commissioning Intention | Outcome |
| <p>To create preventative to ensure that clients receive the levels of support they need, at sufficient levels to maximize their independence.</p> <p>More flexible models of provision will improve equity of access into services,</p> | <p>Review of Older Peoples services with support needs, including a review of the sheltered and very sheltered housing stock in conjunction with FSC, Health and District/Borough Council partners.</p> <p>To review and rationalise the existing provision, including community alarms to ensure that the contracts in place are fit for purpose and meet the needs of the client group across all tenures. To introduce greater flexibility and choice in delivery models to facilitate support at an appropriate level to service users as they move through their support journey, including for dementia and discharge from hospital.</p> <p>To reduce the total number of contracts by commissioning holistic contracts on an East Kent and West Kent basis with clear pathways to independence for service users.</p> <p>Work with Health, Las and HIAs regarding further Winter Warmth initiatives to reduce winter deaths for older people particularly those with heart and lung issues</p> <p>To ensure that older people are helped to live healthy lifestyles, make healthy choices, reduce health inequalities and reliance upon residential nursing homes.</p> <p>To review the provision of a Home Improvement Agency service in light of the Integrated Transformation Fund.</p> | <p>A county wide understanding of existing services and sheltered housing provision is developed to inform future capital and revenue investment.</p> <p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> <p>To improve health and wellbeing of older people and decrease dependency on more costly crisis services</p> |

| | | |
|-------------------------|--|--|
| | | More transparent, equitable access arrangements for older people services across Kent. |
| Funding required | The impact of the FSC accommodation strategy cannot be known and the future models of provision will be co-designed. | Phase 3 – Complete April 2017 |

| Cohort | Offenders | |
|--|--|---|
| Current supply Summary | 11 services are currently commissioned providing 138 units of mostly accommodation based support. The services are not evenly spread, with 3 of the 9 accommodation-based services located in Maidstone borough. Annual contract value £742k | |
| Needs Analysis Summary | <ul style="list-style-type: none"> • Shortage of accommodation-based units • Lack of resettlement support | |
| Rationale | Commissioning Intention | Outcome |
| <p>To create clear pathways through the services available to ensure that clients receive the levels of support they need, and that support reduces as they increase in independence</p> <p>More flexible models of provision will encourage better throughput and move on</p> | <p>To rationalise the existing provision, to ensure that the contracts in place are fit for purpose and meet the needs of the client group. To introduce greater flexibility in delivery models to facilitate support at an appropriate level to service users as they move through their support journey including the step up and step down from supported housing services.</p> <p>To ensure flexibility of provision, and that all contracts are able to meet the housing related support needs of former offenders</p> <p>To reduce the total number of contracts by commissioning holistic contracts on an East Kent and West Kent basis with clear pathways to independence for service users.</p> <p>To explore the possibility of low level “move-on” accommodation based service, taking account of the existing pattern in provision.</p> <p>To redesign referral routes into accommodation based services and improve access to the private rented sector.</p> | <p>Improved access to supported housing for ex offenders at same or lower cost.</p> <p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> <p>That existing services, and specialist commissioned services are able to meet need and service users have the flexibility to receive the most appropriate service for their needs.</p> <p>Reduction in repeat offending</p> |
| Funding required | The improved throughput from existing services and better access to the private rented sector will relieve demand for current provision. The additional resource required is likely to be met via competitive procurement. | |
| | | Phase 1- complete April 2015 |

| Cohort | Young People | |
|--|---|---|
| Current supply Summary | The service currently commissions 28 short term accommodation based services and floating support. The annual cost of this provision is £4.4m | |
| Needs Analysis Summary | <ul style="list-style-type: none"> • More 24hr services needed for young people • Reduction in reliance on bed and breakfast, especially among those leaving young offenders institutions and those leaving care. • Re-examine the number of hours per individual in accommodation based services • Tackle hidden homelessness amongst young people • Address the need for a young persons' service in Sevenoaks district | |
| Rationale | Commissioning Intention | Outcome |
| <p>To further develop and improve the Troubled Families and KIASs agendas.</p> <p>To create clear pathways through the services available to ensure that clients receive the levels of support they need, and that support reduces as they increase in independence</p> <p>More flexible models of</p> | <p>To align with partners to develop a commissioning process and budget that ensures suitable provision, including prevention and emergency accommodation and support, is available to meet the needs of young people at risk and teenage parents, including homeless 16 and 17 year olds.</p> <p>To rationalise the existing provision, to ensure that the contracts in place are fit for purpose and meet the needs of the client group. To introduce greater flexibility in delivery models to facilitate support at an appropriate level to service users as they move through their support journey including the step up and step down from supported housing services. Establish a new accommodation based service in the Sevenoaks district.</p> <p>To ensure flexibility of provision, and that all contracts are able to meet the housing related support needs of young people</p> <p>To reduce the total number of contracts by commissioning holistic contracts on an East Kent and West Kent basis with clear pathways to independence for service users.</p> <p>To redesign referral routes into accommodation based services and improve access to the private rented sector.</p> <p>To increase focus in service on delivering to the health and wellbeing e.g. delivery against the Six Ways to Wellbeing</p> | <p>Improved access to supported housing for young people at same or lower cost.</p> <p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> <p>Existing services, and specialist commissioned services are better able to meet need; service users have the flexibility to receive the most appropriate service for their needs.</p> <p>Reduction in homelessness in young</p> |

| | | |
|---|--|--|
| provision will encourage better throughput and move on. | | <p>people. Reduction in care leavers and young offenders in unsuitable accommodation.</p> <p>Reduction in repeat offending among young people</p> <p>Reduction in spend in B & B</p> |
| Funding required | The impact of the Specialist Children's Services Accommodation Strategy cannot be known, however it is likely that with the rationalisation of services, the above ambitions could be realised for an annual figure of £3.8m | Phase 1- complete 1 st April 2015 |

| Cohort | Physical/Sensory Disability | |
|---|--|--|
| Current supply Summary | There are 5 service currently commissioned for those with physical/sensory loss. All service deliver low level support at 6 hours or less per person with the exception of a specialist community alarm. The annual cost of these services is £138k | |
| Needs Analysis Summary | <ul style="list-style-type: none"> • The Commissioning Body has previously agreed to decommission services that are specialist for physical disabilities. • Closer inspection reveals duplication | |
| Rationale | Commissioning Intention | Outcome |
| <p>To ensure that future provision is inclusive of those with sensory disability.</p> <p>To ensure the specialist accommodation and support needs of those with physical disabilities are appropriately funded.</p> | <p>To ensure that rationalised contracts for all other clients groups include provision for those whose first language is BSL.</p> <p>Through the Accommodation Strategy, work with KCC Families and Social Care to ensure that specialist accommodation and support needs of those with a physical disability are appropriately funded.</p> <p>To redesign referral routes into accommodation based services and improve access to the private rented sector.</p> | <p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> <p>Single commissioning source for supported housing for those with a physical disability</p> <p>That existing services, are able to meet the housing related support needs of those whose first language is BSL.</p> |
| Funding required | No additional funding is required to deliver needs in this cohort. | |
| | | Phase 1- complete October 2014 |

| Cohort | Substance Misuse | |
|--|--|--|
| Current supply Summary | There are two specialist substance misuse services (18 units, £195k) both of these services are in East Kent. A third scheme is being piloted in west Kent. | |
| Needs Analysis Summary | <ul style="list-style-type: none"> • Better pathways • Higher support levels • Prioritise dual diagnosis | |
| Rationale | Commissioning Intention | Outcome |
| <p>To ensure that those with substance misuse problems have fair access to appropriate help and support, in addition to their other needs</p> <p>To create clear pathways through the services available to ensure that clients receive the levels of support they need, and that support reduces as they increase in independence</p> | <p>Expand the provision of services for this cohort by ensuring that the housing related support needs of those with substance misuse (alcohol and drugs) issues are met within each of the other cohorts e.g. mental health, offenders, older people and homeless.</p> <p>To introduce greater flexibility in delivery models to facilitate support at an appropriate level to service users as they move through their support journey including the step up and step down from supported housing services.</p> <p>Ensure comprehensive inclusion of this cohort within all schemes to ensure that the required expertise is utilised appropriately to encompass the needs of substance misusers in Kent.</p> <p>Evaluation of recent pilots to establish a model for future delivery of specialist substance misuse services for those with dual diagnosis</p> <p>To redesign referral routes into services and improve access to the private rented sector</p> <p>To increase focus in service on delivering to the health and wellbeing e.g. delivery against the Six Ways to Wellbeing</p> | <p>Greater access to housing related support for those with substance misuse issues</p> <p>Reduction in homelessness among those with substance misuse issues.</p> |
| Funding required | Joint commissioning with drug and alcohol services are proving to be effective. | Phase 1- Complete April 2015 |

| Cohort | Gypsies and Travellers | |
|---|--|--|
| Current supply Summary | One service of four units is currently commissioned at 4 hours per week at a cost of £14k annually. | |
| Needs Analysis Summary | <ul style="list-style-type: none"> The analysis did not uncover any unmet need in this cohort. | |
| Rationale | Commissioning Intention | Outcome |
| <p>To ensure that future provision is inclusive of Gypsies and Travellers</p> <p>To ensure the specialist support needs of Gypsies and Travellers are appropriately funded.</p> | <p>To ensure that rationalised contracts for all other clients groups include provision for gypsies and travellers.</p> <p>Through work with KCC Gypsy and Traveller Unit and district and borough partners Families and Social Care to ensure that specialist support needs of this group are appropriately funded.</p> | <p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> <p>Single commissioning source for supported housing for those with a physical disability</p> <p>That existing services, are able to meet the housing related support needs of Gypsies and Travellers</p> |
| Funding required | No additional funding is required to deliver needs in this cohort | Phase 1- complete April 2015 |

| Cohort | Ex Service Personnel | |
|---|---|--|
| Current supply Summary | No specialist provision for this client group is currently in place via Commissioned Services | |
| Needs Analysis Summary | <ul style="list-style-type: none"> • No specific mention is made of this client group in the needs analysis • This group are currently found across a range of existing services e.g. mental health, homelessness | |
| Rationale | Commissioning Intention | Outcome |
| <p>To ensure that future provision is inclusive of ex-service personnel</p> <p>To ensure the specialist support needs of ex-service personnel are appropriately funded.</p> | <p>To ensure that rationalised contracts for all other clients groups include the ability to deliver specialist support to ex-service personnel.</p> <p>Through work with JPPB, district and borough housing and development partners ensure that specialist supported housing needs of this group are met.</p> | <p>More cost effective, flexible provision that meets the needs of the client group and deliver high quality services.</p> <p>That existing services, are able to meet the housing related support needs of ex-service personnel</p> |
| Funding required | Until the work of the Service Personnel Task and Finish group is complete, it is not possible to quantify the future revenue that may be required. A short term solution or pilot may be possible, repurposing over supply in other cohorts e.g. Mental health during phase 1 | Phase 3 - 2017 |