REPORT

By: Caroline Highwood – Director of Resources, Adult Social Services

To: Supporting People in Kent Commissioning Body

19 March 2009

Subject: **Development of the Kent Five-Year Supporting People Strategy 2010-15**

Classification: **Unrestricted**

For Decision

Summary: **The report provides a summary of how the Kent Supporting People Strategy 2010-15 will be developed, and what key issues will need to be considered in its development.**

1.0 Introduction

1.1 This is a definitive opportunity for all key stakeholders to shape the Supporting People Programme between 2010 and 2015. We wish to actively engage all stakeholders in this discussion.

1.2 In March 2005, the Commissioning Body agreed the Kent Five-Year Supporting People Strategy 2005-2010. The strategy set out the position of the programme in Kent at that time and the direction the partnership wished to take over the following five years.

1.3 It contained strategic objectives and targets and detailed how the strategy would be delivered and monitored. The strategy was submitted to the then Office of the Deputy Prime Minister in April 2005.

1.4 In each subsequent year, annual plans detailed the actions required to achieve these targets and measured overall progress.

1.5 The Kent Supporting People programme was inspected by the Audit Commission in September 2007 and was rated as 'good' with promising prospects for improvement'.

1.5 The Audit Commission made recommendations in relation to the strategic approach to Supporting People including refreshing Kent's original five-year strategy in order to reflect the progress made.

1.6 The refreshed strategy was agreed by the Commissioning Body in June 2008. It also included other recommendations from the inspection and an identification of the additional focus needed in some areas to move forward.

1.7 The Commissioning Body has the opportunity to effectively take a blank sheet of paper and envisage what services it would commission according to need within Kent

2.0 Context

2.1 The Supporting People Programme will need to be delivered in the context of the Audit Commission's expectations in relation to the next Comprehensive Area Assessment and the Key Lines of Enquiry (KLOE) for the Programme.

2.2 The Area Based Grant (ABG) will include the Supporting People Programme as from April 2010. This means that the Supporting People Grant will become one of a number of payments that are made by central government to the county council. It will be imperative to ensure that the grant funding is directed towards services for vulnerable people across the county. The key stakeholders in the county will need to play a role in ensuring that strategically relevant services are maintained within the budgetary restrictions that exist. The ABG does however provide the opportunity for other funding sources being sought to augment the Programme's resources. The current understanding is that the Programme does not receive any additional funding aside from that received from the Communities and Local Government Department (e.g. Handyperson funding). The CLG has recently confirmed that £150,000 of additional funding will be made available in order to enhance Handyperson services in Kent.

2.3 The five-year strategy will need to include an indication of future funding expectations from the CLG. The Programme currently receives £32 million. However, if the Supporting People distribution formula was introduced in an "undampened" form, then the Programme would receive £28 million. The Commissioning Body therefore will have to consider how to scope appropriate priorities within this context.

2.4 The period of the Kent Supporting People Strategy 2005-2010 is coming to an end and there is an opportunity to develop a new strategy that incorporates newly emerging strategic contexts and responds to the challenges presented by them to the programme.

2.5   This includes the future linkage of Supporting People funding and programme to Local Area Agreements (LAA), the move to an area based grant and the 'personalisation' agenda within social care and health services.

2.6   The Supporting People Programme will be talking to stakeholders, providers, and service users.

3.0   The Scoping Document.

3.1   Needs and Current Supply

The new strategy needs to reflect the key areas in Kent where there is under provision. There needs to be consideration given to the relative balance between short-term, and long-term accommodation-based services. Equally what should the balance be between accommodation-based services and floating support? Where do home improvement agencies and handy person sit within the relevant priorities within the programme? The Programme currently funds services for twenty one client groups. Should this remain the case, and if not should we be concentrating more upon client groups that are not a statutory responsibility or the obverse? The programme does not currently provide emergency accommodation e.g. crash pads. This has tended to be seen as being the remit of districts and boroughs.

3.2   Floating Support

Floating support is currently split between generic and specialist. There is a differential between the client groups who receive generic or specialist floating support. The programme does not currently fund a floating support service for complex needs. The Communities and Local Government Department has signalled its intention to end Rough Sleeping by 2012. Is it then necessary or relevant to have a rough sleeper, outreach, and resettlement service? Floating support is currently limited to two years. Is this right approach, or should we allow floating support to be provided for more than two years? The programme currently accepts re-referrals for floating support. Is this the right approach, or should we refuse them? Floating support provision is currently split up into contractual arrangements which are not as streamlined as they could be. Should we only be funding services on a county-wide basis, or on an east/west basis? Floating support is currently provided for two hours for generic, and three hours per week for specialist. Should this continue to be the case?

3.3 Area Based Grant

The Commissioning Body wished to remain in place, but may it be considered appropriate for other Kent wide mechanisms to make the decisions? The programme does not currently augment its funding from any other source. Should we be seeking funding from other sources, and if so where?

3.4 Local Connection

Should we continue to have a local connection policy for short-term supported housing?

3.5 Charging Policy.

The Supporting People Programme currently allows service users who are not in receipt of housing benefit to be charged for their services. The programme may need to look at whether or not charges should be made for handy person services on a long term basis, and a charge to be levied for all community alarms (£1.50 per service user, per week).

3.6 Choice Based Lettings

The Commissioning Body has agreed that long term supported housing should become part of choice based lettings. It may it be appropriate for a clearing house to be put in place which includes referrals into short-term supported housing.

3.7 Eligibility Criteria

The programme has eligibility criteria. Should the eligibility criteria be retained, and if so how a definable should need be determined? Should the programme only direct its services at prevention?

3.8 Commissioning

The programme has de-commissioned a range of services in the past. It will need to consider decommisisoning services as part of the objectives of the strategic review of investment. We currently fund twenty four hour support in some circumstances, extra care, and alarms. Should this continue? We also fund shared housing, should we determine that this is inappropriate?

3.9 Self Directed Support

The programme could stop paying for schemes, and only pay for individuals. Service users could receive a housing related support

payment directly in order to purchase the services they really want to receive.

3.10   It is anticipated that the questions out-lined above will enable the Commissioning Body to address the really critical issues in order to shape the Programme into the image that it believes represents the best interests of vulnerable people in Kent, within the resources that are available.

4.0   Developing the New Strategy

4.1   The development of the new strategy will be project managed by the Policy and Strategy unit, and the head of the Programme. The overall objective is to develop a Kent Supporting People Strategy 2010-2015 that will maximise the value of financial resources available to the programme through targeted investment. This will reflect the Kent Supporting People Programme's agreed priorities and will continue to deliver the targets in relation to the Local Area Agreement.

4.2   Key components of the strategy development include:

- Needs analysis
- Consultation with stakeholders including service users
- Strategic review of investment (including market analysis and review of performance)

4.3   The Supporting People team will submit quarterly written updates to the governance bodies.

4.4   Tools to enable the monitoring of the strategy's development include a project plan, action plan and communication plan. These have been attached at Appendices 1, 2 and 3 respectively.

5.0   Service User Consultation

5.1   During the Supporting People Service User Conference in December 2008, the Supporting People team held workshops scoping how service users want to be involved in the development of the strategy.

5.2   The results of this will feed into the planning for a wide ranging service user consultation by our Service User Involvement and Consultation Officer.

6.0   Equality Impact Assessment

6.1   An initial screening of the project has been carried out and found that the plans for the development of the Kent Supporting People Strategy 2010-15 have no adverse impact on the different groups of service users.

7.0   Financial Impact Assessment

7.1   The financial impact of the development of the strategy relates to expenditure on service users to acknowledge their participation, and relevant consultation events that may be held. The likely costs of this can be incorporated into current expenditure plans for the new financial year in relation to the administration grant for the Programme.

7.2   A conference will be hosted by the Programme to enable members of both the Core Strategy Development Group, and the Commissioning Body to discuss the relevant issues at stake in relation to the new strategy.

7.3   The new five year strategy (and any appropriate transitional arrangements) will be fully costed, as part of the process.

8.0   Conclusion

8.1   The Kent Five-Year Supporting People Strategy 2005-10 is nearing its end and there is a need to develop a new strategy that incorporates new strategic contexts and delivers its strategic objectives within a the restrictions of the Communities and Local Government Department's funding.

8.2   The development of the new strategy will be based on extensive stakeholder consultation and will include a strategic review of investment. There will be quarterly update reports to the Core Strategy Development Group and Commissioning Body.

8.3   Documents will be posted on the Kent County Council website www.kent.gov.uk/supportingpeople

9.0   Recommendations

The Commissioning Body is asked to:

 (i)   Comment on the proposed development of the Kent Supporting People Strategy 2010-15 (Appendices 1 – 3).

 (ii)   Comment on the contents of this report and the issues raised within it.

Claire Martin
Head of Supporting People
01622 221179

Ute Vann
Policy and Strategy Officer

01622 694825

Background Information:

Five-Year Kent Supporting People Strategy 2005-2010
Annual Plans 2003-2008
Strategy Refresh, June 2008
Audit Commission Inspection Report, December 2007
Audit Commissions Recommendations Action Plan

Appendix 1: Draft Kent Supporting People Strategy 2010-15 Project Plan
Appendix 2: Draft Kent Supporting People Strategy 2010-15 Action Plan
Appendix 3: Draft Kent Supporting People Strategy 2010-15 Communication Plan

Appendix 1

DRAFT PROJECT PLAN FOR THE DEVELOPMENT OF THE
KENT FIVE-YEAR SUPPORTING PEOPLE STRATEGY 2010-2015

Background

Kent submitted their Five Year Supporting People Strategy 2005-2010 to the then Office of the Deputy Prime Minister (ODPM) in April 2005. The strategy highlighted that all commissioning decisions will be made within the financial constraints of the Kent Supporting People grant, in line with Kent's identified priorities and supporting the crosscutting key strategic aims of the Supporting People partnership 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 and subsequent Annual Plans detailed the annual targets in order to work towards achieving the key strategic objectives.

The Kent Supporting People programme was inspected by the Audit Commission in September 2007 and was rated as 'good' with promising prospects for improvement'. The Audit Commission made the following recommendations that were agreed by the Commissioning Body:

1. Strengthen the strategic approach to Supporting People
2. Improve performance management and governance of the programme
3. Improve the approach to value for money
4. Improve service user involvement
5. Improve access to and information in relation to the programme

The strategy was refreshed in June 2008, in order to reflect the progress made in implementing the strategy, incorporate actions resulting from the Audit Commission inspection and identifying the additional focus needed in some areas to move forward.

Objectives

The overall objective is to develop the Kent Supporting People Strategy 2010-2015 which will include a strategic review of investment, the finalisation of the delivery of the Audit Commission Action Plan, and the continuance of the delivery of targets in relation to the Local Area Agreement.

3. Deliverables

The particular project deliverables are, in sequential order of development:

1. Budgetary analysis (including forecasting)
2. Needs analysis
3. Analysis of current supply
4. Strategic objectives of the partnership (including corporate objectives and targets under the Local Area Agreement)
5. Strategic review of investment (incorporating market analysis, review of performance, analysis of outcomes, examination of full cost recovery and developing a strategic commissioning and procurement framework)
6. Setting commissioning priorities for the programme based on the parameters/principles arrived at by the strategic review
7. Preferred outcomes
8. Re-evaluation of current vision and determining a new vision of the Kent Supporting People programme

Concurrent to all the described deliverables, and intrinsic part of the processes, there will be wide ranging stakeholder consultation, including consultation with service users.

4. Overall Approach

The project will use the PRINCE project management approach as the base methodology.

5. Exclusions

None

6. Stakeholder Analysis

The order of key stakeholders is presented in sequential order of involvement with the development of the Five-Year Strategy:

Key Stakeholder	Interest / stake	Importance
Service Users	Input and consultation	High
Service Providers	Input and consultation	High
Statutory Stakeholders	Key interest-Input and consultation	High
Core Strategy Development Group	Key Interest–consultation/input and agreement	High
ASPOC (Adult Social Services Policies Overview Committee)	Consultation and agreement	High
Kent County Council and District/Borough Cabinets	Agreement	High
Commissioning Body	Key Interest-Agreement	High

7. Interfaces

There are a number of key strategy documents that inform the project. A list of background documents is attached at the end of the document and is likely to be added to as required.

8. Project Management

The Policy and Strategy Section of the Supporting People Team will undertake the overall development of the strategy. Other members of the Supporting People Team will support the work undertaken.

9. Reporting Procedures

Reporting procedures will follow the communication plan and include:

- Regular updates will be given to the Head of the Supporting People Team
- A briefing will be given at the monthly Supporting People meetings
- Updates will be provided at quarterly meetings of the Core Strategy Development Group and the Commissioning Body
- Regular updates on progress in the quarterly Supporting People newsletter

13. Action Plan

An initial action plan for the project with approximate time scales and a communication plan are attached to the Project Plan. More detailed product breakdown descriptions, or work packages, will be developed.

Background Documents

- *A Vision of Kent* and *Kent Towards 2010* (corporate priorities)
- Kent Supporting People Business Plan
- Local Government White Paper *'Strong and Prosperous Communities'*
- The National Supporting People Strategy *'Independence and Opportunity'*
- *Independence, Well-Being and Choice*, White Paper
- Kent Local Area Agreement (LAA2)
- District/borough Housing and Homelessness Strategies
- District/borough Housing Needs Surveys
- *Valuing People*
- *Putting People First*

Appendix 2   Draft Development of the Five-Year Kent Supporting People Strategy 2010-2015 - Action Plan

Lead Responsibility Policy & Strategy

Task	Responsibility	Timescale	Outcome
1. Strategy Development Process			
Formulate Project Plan, Action Plan and Communication Plan	Policy & Strategy	Completed	
Develop product breakdown descriptions detailing tasks to be undertaken for each output/deliverable	Policy & Strategy	Jan/Feb 2009	Work packages developed.
Provide quarterly updates of progress to Core Strategy Development Group (CSDG) and Commissioning Body (CB)	Policy & Strategy	On-going	Quarterly written updates on progression
Complete first draft strategy for consultation	Policy & Strategy	Nov 2009	Draft completed
Present first draft to ASPOC (Adult Social Services Policies Overview Committee) and the CSDG	Policy & Strategy	Nov 2009	Draft presented
Produce final strategy and present to CSDG and CB	Policy & Strategy	Feb/Mar 2010	Strategy agreed
2. Consultation			
Identify and establish contact with relevant strategy groups for consultation purposes, including the service user panel. Identify other relevant stakeholders for consultation.	Policy & Strategy	Feb 2009	• Relevant groups identified. • Consultation plan with interview schedules and timetables drafted
Service users (including carers/carer organisations) • Incorporate service user consultation in all aspects of developing the strategy • Engage the service user panel in directing the consultation of service users • Identify representative service user groups for consultation • Produce written reports on service user consultation • Identify former service users and carry out a survey as to the benefits/or other experienced of having received Supporting People funded services	Policy & Strategy (including Service User Involvement Officer)	Apr-Aug 2009	• Written consultation summaries produced • Survey designed and carried out

Task	Responsibility	Timescale	Outcome
<u>Service Providers</u> Consult with as wide a range of providers as possible through the various provider fora and through individual consultations	Policy & Strategy	Mar-Aug 2009	Written consultation summaries produced
<u>Other stakeholder</u> Consult with other stakeholders including districts/boroughs, Adult Social Services, Health, Probation	Policy & Strategy	Mar-Aug 2009	Written consultation summaries produced
3. Budgetary Analysis			
Examine finance and funding: • Financial resources available • Current spend • Forecasting and financial modelling over the lifetime of the strategy	Contracts and Finance	Feb-May 2009	Forecast established and modelling carried out
3. Needs Analysis			
Mapping needs: • Map against client group and local areas • Map against demographic data and establish likely future need • Identify gaps in provision	Policy & Strategy	May 2009 Nov 2009	Reports presented as 6-monthly needs analyses to CSDG and CB
Measuring demand: • Referral rates for floating support • Referral rates for reconnection service/ Outreach and Resettlement • Investigate a mechanism to collate data on referrals to short-term accommodation-based services over a 3-month period • Client Records • Referrals for Single Agency Assessments (east Kent) and Joint Assessment and Referral Processes (west Kent)	Policy & Strategy Performance & Review	Sept 2009	• Referral data collated and statistics compiled. • Analysis of data carried out.
4. Supply Mapping			
Map current supply, including distribution by client group and district and borough	Policy and Strategy Contracts and Finance	May 2009	Supply identified
5. Definition of Strategic Objectives			
Define the strategic objectives of the partnership • Establish policy/strategic contexts and key drivers of change • Establish linkages to other strategies and cross-cutting objectives (including targets contained within the Local Area Agreement	Policy and Strategy	Mar-Aug 2009	• Contexts mapped • Objectives identified and

Task	Responsibility	Timescale	Outcome
• Evaluate results from consultations			included in the draft strategy
6. Strategic Review of Investment			
Market analysis: • Service and provider profiles • Current access arrangements • Service performance (service review reports, feedback from contract monitoring process) • examination of full cost recovery • Review outcomes of strategic reviews of Floating Support, short-and long-term services	Policy and Strategy Contracts and Finance	Apr-Aug 2009	Analysis completed and written summary produced
Review of performance: Utilisation and throughput Move Ons Outcomes Other performance indicators Evaluation of all data	Policy and Strategy Performance and Review	May/Jun 2009	Statistics compiled and evaluated
Examine current commissioning and procurement arrangements, contracting options for future commissioning and monitoring arrangements for strategy and services	Policy and Strategy Contracts and Finance	Aug-Sept 2009	Strategic commissioning and procurement framework developed, including Commissioning and Procurement Strategy
7. Set Commissioning Priorities			
Evaluate: • Current and future trends in provision • Use of resources within changing strategic contexts • Results from consultation • Establish overall direction of travel re the different client groups • Priorities for change • Managing change and the market and commissioning proposals	Policy and Strategy Contracts and Finance	Aug/Sept 2009	• Priorities set within strategic contexts and objectives. • Change/Market Management Plans developed
8. Definition of the Kent Supporting People Vision			
Review the current vision	Policy & Strategy	Sept 2009	Vision revised

Task	Responsibility	Timescale	Outcome
9. Diversity			
Analysis of existing service provision • in the context of local demographics • in the context of demand • in context of information from relevant agencies, service providers and diverse groups of individuals in communities	Policy & Strategy	Sept 2009	Analysis carried out
10. Draft Strategy			

Feed consultation outcomes into draft strategy and draw conclusions. The final strategy will provide:
1. A revised Kent Supporting People vision and strategic objectives that are aligned to strategic contexts
2. A plan for commissioning services that
  • meet the agreed priorities for change/ development (and based on evidenced need, market analysis and a strategic review of investment) within a cash-limited budget
  • may require a redistribution/reconfiguration/decommissioning of services
3. Annual Plan 2010-11
	Policy & Strategy	Nov/Dec 2009	Draft Strategy disseminated for consultation

Appendix 3   Draft Development of the Kent Supporting People Strategy 2010-15: Communication Plan

Stakeholders	Key Information Requirements	Method and Frequency	Information Provider	Feedback Channel
Commissioning Body	• Project start up information, Project Plan, Action Plan, Communication Plan • Update Reports • Draft and final strategy with recommendations	• Written quarterly reports March 2009, June 2009, September 2009, December 2009 • Final Report March 2010	Policy and Strategy Officer with input from the Supporting People Team	• Informally by email and in writing • Formally by Commissioning Board meetings
Core Strategy Development Group	• Project start up information, Project Plan, Action Plan, Communication Plan, • Update Reports • Draft and final strategy with recommendations	• Written quarterly reports February 2009, May 2009, August 2009 • First draft strategy November 2009 • Final Report February 2010	Policy and Strategy Officer with input from the Supporting People Team	• Informally by email and in writing • Formally by Core Strategy Development meetings
Elected Members	• Background on project • Progress on project • General information including needs and supply • Any impact on overall Supporting People Programme and Kent County Council's strategic agenda (including the targets of the Local Area Agreement) •	• Briefings at Members' meetings as required • Presentations as required • Quarterly Supporting People Newsletter • Publishing of plans on the Supporting People website • Written communication as required	Head of Supporting People with input from Policy and Strategy Officer	• Informally by email • Formally in writing • Formally by meetings (direct contact)

Stakeholders	Key Information Requirements	Method and Frequency	Information Provider	Feedback Channel
Adult Social Services Policy Overview Committee (ASSPOC)	- Background on project - Progress on project - General information including any impact on KASS strategic agendas (including the targets of the Local Area Agreement)	- Briefings as required at committee meetings - Draft strategy/report for consultation in November 2009	Head of Supporting People with input from Policy and Strategy Officer	- Informally by email - Formally in writing - Formally by meetings (direct contact)
Statutory Services, e.g. Adult Social Services, Health, Local Housing Authorities, Probation	- Project start up information, Project Plan, Action Plan, Communication Plan, - Update Reports - Final strategy with recommendations - General information including needs and supply - Any impact on overall Supporting People programme and the partners' strategic agenda (including the targets of the Local Area Agreement)	- Quarterly written reports through the Commissioning Body and Core Strategy Development Group meetings - Quarterly Supporting People Newsletter - Publishing of plans on the Supporting People website - Individual meetings with representatives of the different agencies	Policy and Strategy Officer with input from the Supporting People Team	- Informally by email - Formally in writing - Formally by individual meetings (direct contact)
Service Providers and Other Agencies	- Project start up information, Project Plan, Action Plan, Communication Plan, - Update Reports - Final strategy with recommendations	- Quarterly written reports through the Core Strategy Development Group meetings - Quarterly Supporting People Newsletter - Publishing of plans on	Policy and Strategy Officer with input from the Supporting People Team	- Informally by email - Formally in writing - Formally by individual meetings (direct contact) - Formally by meetings of the Executive Board of

Stakeholders	Key Information Requirements	Method and Frequency	Information Provider	Feedback Channel
	• General information including baseline supply of long-term accommodation-based services. • Views of Service users on individual schemes	the Supporting People website • Quarterly meetings of Provider Forums in West and East Kent and the Executive Board of Providers • Individual meetings with representatives of the different agencies		of providers and Provider Forums in West and east Kent
Service Users	• Project Plan, Action Plan, Communication Plan • Updates • Final strategy with recommendations • Written information on the purpose of consultation with service users	• Publishing of plans on the Supporting People website • Letters preceding consultation in individual schemes and in other locations and feedback • Briefings provided to the Service User Panel • Final strategy in easy to read format	Policy and Strategy Officer with input from the Supporting People Team	• Informally by email • Formally in writing • Formally by individual meetings (direct contact) • Formally by meetings of Service User Panel

Working with the Press

All additional information to the press will be provided via Kent County Council press office. The point of contact for the press office is the Head of Supporting People.

Partners in the Supporting People programme are requested not to issue press statements regarding the strategic review of long-term services without consulting with the Head of Supporting People.