

REPORT

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To: Supporting People in Kent Commissioning Body

16 December 2009

Subject: Strategic Review of Home Improvement Agencies

Classification: Unrestricted

For Decision

Summary: The report provides a summary of the strategic review of Home Improvement Agencies and what key issues will need to be examined.

1.0 Introduction

- 1.1 The Kent Supporting People team is currently developing the Supporting People Strategy 2010-2015. The objective is to develop a strategy for 2010-2015 that will maximise the financial resources available to the programme by targeting investment at the Kent Supporting People partnership's agreed priorities and deliver the targets in relation to the Local Area Agreement.
- 1.2 This is an opportunity to develop a new strategy that incorporates the emerging strategic context and responds to the challenges presented by incorporating them within the programme.
- 1.3 The Kent Supporting People team is currently undertaking a strategic review of investment the findings of which will feed into the new strategy as well as the Commissioning Strategy which will accompany it.
- 1.4 The strategic review is set within the context of a projected grant overspend from 2012, anticipation of a reduced grant level and incorporation into Area Based Grant in 2010. The programme in Kent must anticipate the national economic pressures that may result in cuts to public spending and hence, cuts to the Supporting People grant.

- 1.5 Current service delivery needs to be measured and assessed against the new framework to ensure the strategic relevance and addresses the identified challenges/issues.
- 1.6 The strategic review of Home Improvement Agencies (HIAs) will be carried out as a sub-project of the overall strategic review of investment.

2.0 Context

- 2.1 HIAs work to support older, disabled, vulnerable people and low-income families to carry out repairs, home improvements and adaptations in a range of tenures. They are funded from a range of funding streams including Supporting People funding.
- 2.2 HIAs play a key role in contributing to the preventative agenda: for example, enabling older and disabled vulnerable people to stay in their own homes thereby reducing the number of people entering residential and nursing care and delivering the Safer Communities agenda.
- 2.3 Services include the Handyperson scheme that deliver minor aids & adaptations, to improve security and prevent accidental falls or accident prevention to vulnerable people. The Communities and Local Government Department (CLG) has recently confirmed that £150,000 of additional funding will be made available to enhance Handyperson services in Kent.
- 2.4 HIAs offer services that are strategically relevant to housing, health, social care, supporting independence and community safety agendas.

3.0 Scoping the Strategic Review

- 3.1 HIAs will be required to deliver in the new environment of a more outcome focused agenda. The need to evidence outcomes against the personalisation agenda, prevention and health related benefits and to make the case showing the benefits of the services offered. This will be within a competitive framework with other local services being commissioned through the Strategic Partnerships.
- 3.2 The Foundations Future HIA project reflects these new imperatives. From April 2009 the original Quality Mark will no longer be used to assess agencies. It is being replaced by the new Quality Mark and Quality Assessment Framework, which has been developed along the lines of the Future HIA project. This promotes the effective management of services with clear aims and objectives to achieve agreed outcome targets and meets customer needs with particular attention to performance monitoring and evaluation.

- 3.3 The HIA review will be conducted in the context of ensuring value for money, performance driven services, with agreed contractual and performance management objectives that are consistently applied by all service providers.
- 3.4 The HIA review will consider all the services HIAs currently deliver irrespective of which agency funds them and local issues around HIAs will be fully considered.
- 3.5 The HIA review will focus on the following:-
- Demand and needs analysis
 - Funding streams and income generation
 - Configuration of services/organisational structures
 - Cost efficiencies
 - Quality and Performance Management/Benchmarking/Outcomes/Specifications
 - Tendering and contracting
- 3.6 Addressing the issues identified above will enable the Programme to shape HIAs into the service that represents the best interests of vulnerable people in Kent and within the available resources.

4.0 Carrying out the Strategic Review

- 4.1 The strategic review will be project managed by the Policy and Strategy unit, and the head of the Programme.
- 4.2 Key components of the review include:
- Needs and supply analysis
 - Consultation with stakeholders including service users
 - Budgetary analysis
 - Review of performance
- 4.3 The Supporting People team will submit a final report in Spring 2010 to the governance bodies.
- 4.4 Tools to enable the monitoring of the strategy's development include a project plan and action plan. These have been attached at Appendices 1 and 2.

5.0 Service User Consultation

- 5.1 The Supporting People Team will incorporate feedback received as part of consultations held during the development of the Supporting People Strategy 2010-2015.

5.2 There will be further consultation with the service user panel.

6.0 Equality Impact Assessment

6.1 An initial screening of the project has been carried out and found that the plans for the strategic review of HIAs have no adverse impact on the different groups of service users.

7.0 Financial Impact Assessment

7.1 The financial impact of the strategic review of HIAs relates to spending 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 in relation to the administration grant for the Programme.

7.2 Any new arrangements resulting from the strategic review 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 demands and delivers its strategic objectives within a the restrictions of the Communities and Local Government Department's funding.

8.2 As part of developing the new strategy, the Supporting People team is carrying out a strategic review of all services. This includes strategically reviewing HIAs.

8.3 The Core Strategy development agreed to recommend the proposed strategic review to the Commissioning Body for acceptance. A final report will be submitted to the Core Strategy Development Group and Commissioning Body in spring.

9.0 Recommendations

The Commissioning Body is asked to:

- (i) Comment on the proposed strategic review of HIAs (Appendices 1, 2).
- (ii) Agree the proposed strategic review of HIAs.

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Background Information:

None

Appendix 1: Draft Strategic Review of HIAs Project Plan

Appendix 2: Draft Strategic Review of HIAs Action Plan

Appendix 1 Draft Strategic Review of Home Improvement Agencies Project Plan

STRATEGIC REVIEW OF HOME IMPROVEMENT AGENCIES (HIAs)

Background

The Supporting People Partnership operates within a wide geographical and strategic context: it plays a key role in promoting links between health, housing, probation and social care and thus contributes to narrowing the gap between the most disadvantaged people and communities and the rest of the county.

The Kent Five-Year Supporting People Strategy was agreed in 2005 and refreshed in 2008. 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”.

Since then, new strategic drivers, challenges and issues, and financial contexts have emerged that require the Kent Supporting People Programme to review its focus and priorities in the context of developing the Supporting People Strategy 2010-2015. As part of that work, all services are being strategically reviewed. The strategic review of Home Improvement Agencies (HIAs) is a sub-project within that review.

Objectives

- To carry out a strategic review of HIAs, in order to ensure that commissioned services deliver housing related support that is:
 - Aligned and integrated within the mainstream of the local authority's business
 - Relevant to the authority's Local Area Agreement targets and fits with new strategic contexts and steers such as the National Supporting People Strategy and 'personalisation' in social care and health services
 - Provides value for money.
- To commission HIA services that deliver value for money and use the Supporting People grant in the most effective way, including raised service standards.
- To commission services that make explicit links with the local health and well-being agenda, specifically intermediate care services, links with telecare and reablement services
- To commission HIA services that allow performance to:
 - be measured and compared like with like, including workbook recording and outcome monitoring
 - be measured against clearly identifiable resources spent on delivering the commissioned services.
- To ensure the relevance and 'strategic fit' of the current pattern of HIA services
- To examine whether HIAs can generate income and how to apply any agreed arrangements across the board
- To involve service users in planning, commissioning and delivery of services

3. Deliverables

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

1. Needs and supply analysis
2. Analysis of current supply
3. Setting the strategic objectives of HIA services
4. Review of performance, analysis of outcomes, examination of funding streams and what services they fund
5. Setting commissioning priorities for the programme based on the result of the strategic review
6. Incorporating the findings in the overall commissioning plan based on the findings of the strategic review of investment

Concurrent to all the described deliverables, and intrinsic part of the processes, there will be 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 strategic review of Home Improvement Agencies:

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
POC (Communities 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 is leading on the strategic review of HIAs but is supported by other key members of the Supporting People team.

9. Reporting Procedures

A final report will be presented as part of the overall strategic review of investment.

10. Action Plan

A short action plan for the project with approximate time scales is attached.

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
- *Valuing People*
- *Putting People First*
- Foundations documents under the heading of *Future HIA* that identify range of HIA models to support local area needs:
 - funding for repairs and adaptations
 - advice, information, signposting and advocacy
 - connecting with health and care
 - handyperson services, and
 - major adaptations

Appendix 2

Draft Strategic Review of Home Improvement Agencies - Action Plan

Task	Timescale	Outcome
1. Strategy Development Process		
Formulate Project Plan, Action Plan and Communication Plan	Completed	
Incorporate findings into overall strategic review of investment report	Jan/Feb 2009	Written report
Incorporate recommendations into final Commissioning Plan		
Produce final documents and present to CSDG and CB	Mar/Apr 2010	Draft presented and 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.	Completed	<ul style="list-style-type: none"> Relevant groups identified. Consultation plan with interview schedules and timetables drafted
<u>Service users (including carers/carer organisations)</u> <ul style="list-style-type: none"> Engage the service user panel in 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 	Dec/Jan 2009/10	<ul style="list-style-type: none"> Written consultation summary produced Incorporate results from consultation carried out as part of developing the SP Strategy 2010-2015
<u>Service Providers</u> Consult with all three providers through individual face to face meetings	Nov-Dec 2009	Written consultation summaries produced
<u>Other stakeholders</u> Consult with other stakeholders including districts/boroughs, Adult Social Services, Health, Probation	Nov-Jan 2009/10	Written consultation summaries produced
3. Budgetary Analysis		
Examine finance and funding: <ul style="list-style-type: none"> Financial resources available Funding sources Current spend 	Nov-Dec 2009	Funding sources and streams identified
4. Needs Analysis		
Mapping needs: <ul style="list-style-type: none"> Map against client group and local areas Map against demographic data and establish likely future need Map eligibility criteria 	Nov-Dec 2009/10	Needs mapped
Measuring demand: <ul style="list-style-type: none"> Referral rates Referral sources 	Nov-Dec 2009	<ul style="list-style-type: none"> Referral data collated and statistics compiled. Analysis of data carried out.
4. Supply Mapping		
Map current supply	May 2009	<ul style="list-style-type: none"> Supply identified

Task	Timescale	Outcome
5. Market Analysis		
Market analysis: <ul style="list-style-type: none"> • Service and provider profiles • Current access arrangements • Review service performance • Review outcome measuring • Evaluation of all data • Examine current commissioning and procurement arrangements, contracting options for future commissioning and performance monitoring arrangements for services 	Dec-Jan 2009/10 Jan 2010	<ul style="list-style-type: none"> • Data evaluated and reviews completed Current arrangements examined and recommendations made
6. Diversity		
Analysis of existing service provision <ul style="list-style-type: none"> • 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 	Sept 2009	<ul style="list-style-type: none"> • Analysis carried out
7. Draft SP Strategy and Commissioning Plan 2010-2015		
Feed outcomes into final report on strategic review of investment and Commissioning Plan. The Commissioning Plan will provide: <ol style="list-style-type: none"> 1. A plan for commissioning services that <ul style="list-style-type: none"> • meet the agreed priorities for change/ development (and based on evidenced need, budgetary analysis and market analysis) within a cash-limited budget • may require a redistribution/reconfiguration/decommissioning of services 2. Annual Plan 2010-11 	Mar/Apr 2010	<ul style="list-style-type: none"> • Draft Commissioning Plan disseminated for consultation