

**Report of Julie Staton, Head of Commissioning, Strategy and Commissioning,
Office of the Director of Public Health**

Report to Housing Advisory Board

Date: 9th July 2015

Subject: Review of Housing Related Support Programme

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

Leeds City Council commissions a programme of services that deliver a combination of floating and accommodation based housing related support to vulnerable people in Leeds. The primary aim of these services is to enable people to achieve and maintain independent living. The programme is managed by the Strategy and Commissioning Team in Public Health on behalf of Environment and Housing Directorate.

A detailed review of all commissioned Housing Related Support services is to be undertaken in order to assess future need and demand and to inform the commissioning of an effective model that is holistic, flexible and responsive. The timetable for completion of the review and implementation of the outcomes is April 2017.

Ongoing challenges and feedback from stakeholders demonstrates that client needs are becoming more complex. Similarly other organisations delivering key services are changing and it is important to ensure that Housing Related Support services continue to add value and make best use of commissioned resources in the city. In light of this it is timely to conduct a review of services.

Recommendations

It is recommended that the Housing Advisory Board note and comment on the contents of this report, in particular the aims, methodology and timescales for the review.

1 Purpose of this report

1.1 To update the Housing Advisory Board on:

- The review of housing related support services which is currently taking place.
- To seek views on what the model for housing related support should be in the future.

2 Background information

- 2.1 The current Housing Related Support programme consists of a number of contracts for accommodation based and visiting floating support services. These services were historically part of the Supporting People programme which was funded and directed by Central Government as part of a national programme. The services were previously funded out of a ring fenced budget but the ringfence was removed in 2010 and the budget was reduced.
- 2.2 A number of reviews have taken place in recent years and services have been decommissioned, re-modelled and retendered as a result. This has included services for homeless adults, young people, people with mental health issues and those suffering domestic violence and abuse.
- 2.3 This work has developed a more integrated and flexible programme, strengthening partnership working and integrating pathways for clients. A revised performance management framework is enabling the provision of more robust performance data and information which ensures maximum impact is achieved for clients aligned to the strategic priorities for the Council and the City. Providers have adopted a more holistic approach to delivering support to clients, which has simplified the referral pathways to some degree and encouraged partnership working, but more work is needed to strengthen and build on this approach.
- 2.4 An ongoing challenge is to maintain the ability to effectively and efficiently respond to need within the current budgetary and economic context and at a time of significant policy and service change in many areas which may affect these client groups such as changes to welfare benefits and health and social care provision.
- 2.5 Feedback from key stakeholders and providers demonstrates that client needs are becoming more complex and that needs have changed. Similarly, other organisations delivering key services to these client groups are also changing and it is important to ensure that housing related support adds value and makes best use of commissioned resources in the City.
- 2.6 In light of the above, it is timely to conduct a review of all HRS services. The review will inform a new commissioning model, identifying opportunities for reconfiguration and remodelling.

3 Review of Housing Related Support

- 3.1 A review is to be undertaken of housing related support services to determine what services should be commissioned in the future. This will include analysis of current services and of need and demand. Consultation will take place with stakeholders including Council Directorates, Members, other public sector partners, providers and service users.
- 3.2 The current commissioning budget is £10.6m. Around 10,500 individuals/ households are supported annually. 45 contracts are in scope for the review. A list of services in scope for the review and details of recent and other current reviews is attached at Appendix 1. This includes a variety of services for a range of client groups including young people, people with mental health issues and those who are homeless or at risk of homelessness. Services include homeless hostel provision, dispersed accommodation with support and floating visiting support.
- 3.3 The review will include an analysis of the housing related support needs of adults, young people and families, assessing demand for different types of services and identifying good practice and issues in relation to current models of provision.
- 3.4 The review will be undertaken in the context of the Council and City's priorities and strategies. The review takes place in the context of the ongoing challenges in relation to budget availability and the wider economic climate which impacts on both resources and demand.
- 3.5 An understanding of the wider landscape of provision of services for these client groups is also important – understanding the interdependencies and how commissioned housing related support services can effectively contribute.
- 3.6 The review outcome will inform the future commissioning model which will be developed to effectively and efficiently meet identified need and demand whilst providing value for money. The review and subsequent procurement process provides an opportunity to ensure that Housing Related Support services in Leeds are able to deliver and respond effectively to changes in need and demand.
- 3.7 The review is intended to have four key benefits:-
- Streamlined and clear pathways for referrals and service users.
 - Services that are flexible and responsive to changes in need and demand.
 - Timely support to prevent clients' needs becoming more complex.
 - Accommodation that is fit for purpose and delivers the best outcomes with links to wider outcomes of employment, financial inclusion and improved health and wellbeing.

3.8 The review and implementation of the outcomes will be completed over a period of 2 years with the following stages:-

- Mapping and analysis of current provision/ interdependencies and models – to end July 15.
- Consultation with key stakeholders and service users – throughout.
- Options appraisal and recommendations – to September 15.
- Service design and writing specifications - up to end December 2015.
- Tendering – January to October 2016.
- Mobilisation of new services will take up to 6 months. Services start April 2017.

4 Next steps

- 4.1 As outlined above consultation is a key element of the review. An Outcome Based Accountability event was held in May and the notes from this event are being written up and key points raised are being identified. Providers have completed questionnaires to provide comments on, pathways in and out of services, client needs, gaps and barriers and future delivery. Data about existing clients is also being analysed.
- 4.2 A joint session has been held with housing management staff. A session with front line housing related support staff based with providers is planned and further service user consultation will take place.
- 4.3 Key themes from the consultation and from the analysis undertaken will be pulled together and options for future delivery models will be shared at a consultation event in September. A report to the Council's Executive Board in October will detail the outcomes of the review and options for future commissioning. This will include services to support people who are homeless and those who need support to achieve and maintain independent living.

Corporate Considerations

5 Consultation and Engagement

- 5.1 The housing related support review has included consultation with key stakeholders including Council Directorates, service users, other public sector organisations and providers. An Outcomes Based Accountability event in the Civic Hall was attended by more than 120 people including service users. Table based discussions ensured that all were involved in having their say about how services should be delivered in the future.
- 5.2 Consultation will continue throughout the review and procurement stages. The views of service users will be taken into account throughout the process and will inform the design of new services and the awarding of contracts.

6 Equality and Diversity / Cohesion and Integration

- 6.1 Equality and diversity considerations will be taken into account throughout the review particularly in terms of developing new services. An Equality Impact Assessment will be completed as part of the review. This will ensure that services are accessible to all who need support.
- 6.2 Equality monitoring will be part of the performance management framework that is developed as part of the new model.

7 Council policies and City Priorities

- 8.1 The review presents an opportunity to re-shape the provision of Housing Related Support in the city so that it is able to deliver the priorities agreed within the Leeds Housing Strategy and the Homelessness Strategy.
- 8.2 The Housing Related Support programme directly contributes to the delivery of key outcomes within the Best Council Plan 2015 to 2020, specifically to support communities and tackle poverty and to build a child friendly city.
- 8.3 The services make significant contributions to all of the City Priority Plans and deliver outcomes related to health, community safety, housing and employment.

8 Resources and value for money

- 9.1 The review and any subsequent re-design and re-modelling of services will focus on delivering value for money and ensuring efficiency within service delivery. The budget to support the commissioning of services is made up of funding from Environment and Housing with a contribution from Children's Services.
- 9.2 All services are contract managed by the Strategy and Commissioning team in the Office of the Director of Public Health. Robust contract management processes allow for the on-going monitoring of performance.

9 Legal Implications

- 9.1 Contract arrangements have been put in place for the duration of the review. Procurement regulations and Contract Procedure Rules will be followed in tender exercises arising from the review.

10 Risk Management

- 10.1 Appropriate governance arrangements have been put in place to manage the review. This includes a cross Directorate project team and a Project Board.
- 10.2 A risk plan has been devised to identify and mitigate a range of risks and is being monitored by the project team.

11 Conclusions

- 11.1 A review of housing related support commissioned services is currently taking place. The outcome of the review and recommendations for future commissioning will be determined by Autumn 2015. New services will be in place from April 2017.

12 Recommendations

- 12.1 It is recommended that the Housing Advisory Board note and comment on the contents of this report, in particular the aims, methodology and timescales for the review.

Background documents

None