

NORTH LANARKSHIRE COUNCIL

REPORT

AGENDA ITEM No. 6

<b>To:</b> HOUSING AND TECHNICAL SERVICES COMMITTEE	<b>Subject:</b> Supporting People Service Reviews	
<b>From:</b> DIRECTOR OF HOUSING AND PROPERTY SERVICES		
<b>Date:</b> 2 <sup>nd</sup> August 2004	<b>Ref:</b> TMcK/KI	

**1. Introduction**

1.1 This report is to advise committee of the forthcoming review of the Housing and Property Services Department's directly provided housing support services. The aim of the service reviews are to ensure that the housing support services meet the legislative requirements of the Housing (Scotland) Act 2001 (Housing Support Services) Regulations 2002 and the Regulation of Care (Scotland) Act 2001. In addition that they provide Best Value as required by the Local Government (Scotland) Act 2003.

**2. Background**

2.1 "Supporting People" is the integrated policy and funding framework for housing support services introduced in April 2003. The aim of Supporting People is to provide good quality housing support services, focused on the needs of users, to enable vulnerable people to move to independent living or to sustain independent living in their homes

2.2 Scottish Executive guidance advises that all housing support service providers are to be reviewed during the Scottish Executive's transitional period (1<sup>st</sup> April - 31 March 2006) including the Housing and Property Services Department's directly provided homelessness and sheltered housing services. The review cycle ensures that all services receiving Supporting People funding must be subject to a completed review by 1 April 2006. Responsibility for review management and completion lies with the Council's Supporting People Team. The reviews:

- May be carried out by sector (such as mental health provision as a sectoral part of a Best Value service review)
- Should be programmed following consultation with providers and users
- Should follow a methodology for conducting reviews that is consistent with Scottish Executive Supporting People guidance and appropriate to local circumstances
- Should provide a structured and transparent process of managing change where this is necessary to achieve service improvement
- Should balance the need for continuity and stability with the need for quality and Best value, and where appropriate, broaden the range of services that are available to users
- Are an opportunity for local authorities to work in partnership with providers to examine ways in which the service delivery might be changed to better reflect the local strategic objectives and / or to improve service to users: and take account of any legislative policy changes.

- 2.3 The service review process is part of the ongoing process of contract / service level agreement (SLA) monitoring and continuous improvement. Responsibility for administering service reviews lies with the local authority who is party to the contract / SLA.
- 2.4 The Service Review is essentially a contract review and is required to focus on key strategic priorities as well as quality, performance and cost of a service. Specifically, the review will assess if services meet the criteria listed below:
- Operate in accordance with the Local Supporting People Strategic Plan.
  - Meet identified current and future demands for services.
  - Provide a quality service, which effectively meets the National Care Standards for Housing Support Services and the needs and preferences of service users and potential service users.
  - Are cost effective.
  - Are provided by an organisation, which can demonstrate competent financial management for the foreseeable future.
- 2.5 Services should meet all these criteria for a contract/SLA to be renewed. However, the review process can result in an agreed action plan that allows services to achieve improvements over a mutually agreed time-scale. These improvements may be linked to granting a short-term contract/SLA.
- 2.6 A service review is the point at which all the evidence from the ongoing quality and monitoring process is gathered together. The service review therefore becomes a contract review, with the quality and monitoring tools being continuously applied within the contract monitoring process.

### **3. Proposals**

- 3.1 The review of the Housing and Property Services Department's directly provided homelessness and sheltered housing services will take place in this financial year 2004/05.
- 3.2 The review of Housing and Property Services Department's directly provided homelessness and sheltered housing services will link with inspection by Communities Scotland through the Single Regulatory Framework and the inspection regime of the Scottish Commission for the Regulation of Care. Housing support services are subject to monitoring, by registration and service standard compliance by the Scottish Commission for the Care Commission.
- 3.3 There are three stages to the review process, although some services may not have to go through the each stage. The assessment at each stage must be evidence based. A detailed overview of the review process is attached as Appendix One.
- 3.4 It is proposed to establish two service review groups (one each for Homelessness and sheltered housing) with representatives from Supporting People Team and Housing and Property Services to manage the review programme for each of the services.

#### **4. Corporate Considerations**


- 4.1 The service reviews are consistent with the priorities as contained within the Council's Local Housing Strategy, Supporting People Strategic Plan and Joint Community Care Plan.
- 4.2 The Director of Social Work has been consulted upon the content of this report.
- 4.3 The proposals can be met within existing Supporting People budgets.

#### **5. Recommendations**

- 5.1 It is recommended that the Committee:
  - (a) note the content of this report.
  - (b) agree the proposals contained in section 3.
  - (c) note that at a final progress report will be made available on the outcome of the service review with recommendations.
  - (d) Refer to Social Work committee for information.

#### **6. Background Information**

Available within the Housing and Property Services Department



T. McKenzie

**Director of Housing and Property Services**

## **Appendix One**

### **1.0 The Service Review Process**

A service review is the point at which all the evidence from the ongoing quality and monitoring process is gathered together. The service review therefore becomes a contract review, with the quality and monitoring tools being continuously applied within the contract monitoring process. A service review is distinct from contract monitoring as it also focuses on whether a service is meeting key strategic objectives.

Once a service has been reviewed it will move onto a full contract, should it be re-commissioned. These contracts may need are likely to have a term of between 2 years and 5 years, although some full contracts/SLA may need to be short-term and linked to an action plan for service improvement.

### **2.0 Stages of Review**

There are three stages to the review process, although not all services will have to go through the each stage. The assessment at each stage must be evidence based.

#### **2.1 Stage One – Strategic Review**

Where the service is in line with strategic requirements and there is demand for the service the review process moves to Stage 2

If there are concerns about the strategic relevance of the service then discussions should take place with the provider and/or relevant stakeholders about possible changes to the service, including re-modelling.

If there are concerns about the demand for the service then discussions should take place with the provider and/or relevant stakeholders about possible changes to the service, including re-modelling.

At Stage 1 the List of Authorised Services Certificate of the provider must be checked and where it is out of date the process for the re-registration of the provider must begin.

#### **2.2 Stage 2 – Desktop review of quality, performance and cost effectiveness**

Where there are no major concerns with quality, performance or cost-effectiveness, the contract can be recommended for renewal without further investigation (the process goes directly to Outcome Report).

A Validation visit may need to be undertaken at this stage so that a validation report can be considered as part of the desk top review.

If there are concerns with quality, performance or costs and further evidence is required the review process moves to Stage 3.

#### **2.3 Stage 3 – Further Evidence/Service Review Investigation**

If, as a result of further investigation, the concerns can be addressed, the review process moves to Outcome Report with a recommendation to renew the contract (with possible changes).

Where the concerns cannot be addressed the review process moves to Outcome Report with a recommendation for substantial changes or closure. Such recommendations must be discussed with service users and the Supporting People Core Co-ordination Group must be given an opportunity to offer advice.

### **3.0 Outcome of a Service Review**

The following are possible outcomes to the review process:

- Renewal of contract/SLA and no changes
- Renewal of contract/SLA including changes to the contract (e.g. cost, capacity and service definition)
- Renewal of contract/SLA with an action plan linked to service changes (including possible temporary extension of the contract)
- An agreement to remodel the service, and working with the provider to carry out the remodelling
- Changing the provider and retaining the existing service (for instance where the provider has not been re-accredited) or
- Closure of the service and the activities involved with closure (including consulting with service users, addressing the future use of a building where the service is accommodation-based etc).
- Where a decision has been made to substantially change (i.e. remodel) a service it should be treated as a new service and not be subject to a detailed performance and quality assessment until a subsequent review. The service will need to be subject to regular contract monitoring to ensure that the changes required are achieved according to the agreed timetable.

### **4.0 Provider and Stakeholder Involvement**

All Service Providers will be involved at each stage of the review process to ensure that Provider's have the opportunity to clarify any information that they submit, as well as create opportunities for the Supporting People Team to have more in-depth discussions if this is required.

Providers will receive a copy of the Outcome Report and discussions will take place regarding recommendations for major changes or decommissioning before being put to the Supporting People Core Co-ordination Group.

Stakeholders will also be involved throughout the review process. Their involvement will depend on the extent to which the service receives a more in-depth review both at the strategic review stage as well as at the quality and performance stage.

The Review Team will require feedback from stakeholders about the strategic relevance of the service as well as feedback on quality and performance. This approach may simply involve the Review Team sending other stakeholders a questionnaire or, where a more in-depth review is required, meetings about the service.

Service User feedback is an integral part of the review process with first review feedback either obtained through validation visits, where these have taken place, or more formally as a result of service review, investigation visits at stage 3. Evidence of how providers involve service users will also be required.

## **5.0 Decision Making - Directly Provided Housing Support Services**

The reviewing officer has the key role of facilitating the overall process of the review as well as making an assessment of the Provider's performance in delivering the contract. As such the lead officer will:

- Review all supporting reports and documentation
- Liaise with the Provider and agree stakeholder involvement
- Engage with a wide range of stakeholders to participate in the review process
- Complete the Outcome Report

Any major changes to directly provided services, such as re-modelling the service, retaining service but changing provider, or closure of a service will be reported to the appropriate Council Committee.