

WAVERLEY BOROUGH COUNCIL

CORPORATE OVERVIEW & SCRUTINY COMMITTEE - 24 NOVEMBER 2015

EXECUTIVE – 1 DECEMBER 2015

Title:

REVIEW OF HOUSING-RELATED SUPPORT SERVICES FOR VULNERABLE ADULTS IN WAVERLEY

**[Portfolio Holders: Cllr Carole King]
[Wards Affected: All]**

Summary and purpose:

Housing-related support services are provided by a number of different teams within the Council's Housing Service. The 2015/16 Housing Service Plan identified the need to review the way in which housing-related support services are delivered to vulnerable adults and families in Waverley. The review set out to identify how a more streamlined and consistent service could be provided to residents, and deliver value for money without requiring additional funding from the Council.

This report presents the outcomes of the review, and outlines the proposed approach to taking forward the recommendations.

How this report relates to the Council's Corporate Priorities:

This report relates to Value for Money with regard to providing housing-related support services for vulnerable adults and families and Understanding Our Residents' Needs with regard to providing a service that meets their needs.

Financial Implications:

There are no direct financial implications as a result of the recommendations that follow this review. A more streamlined and consistent service can be delivered from within existing resources. This is particularly important given the new financial constraints to be placed on the landlord service from 2016-17.

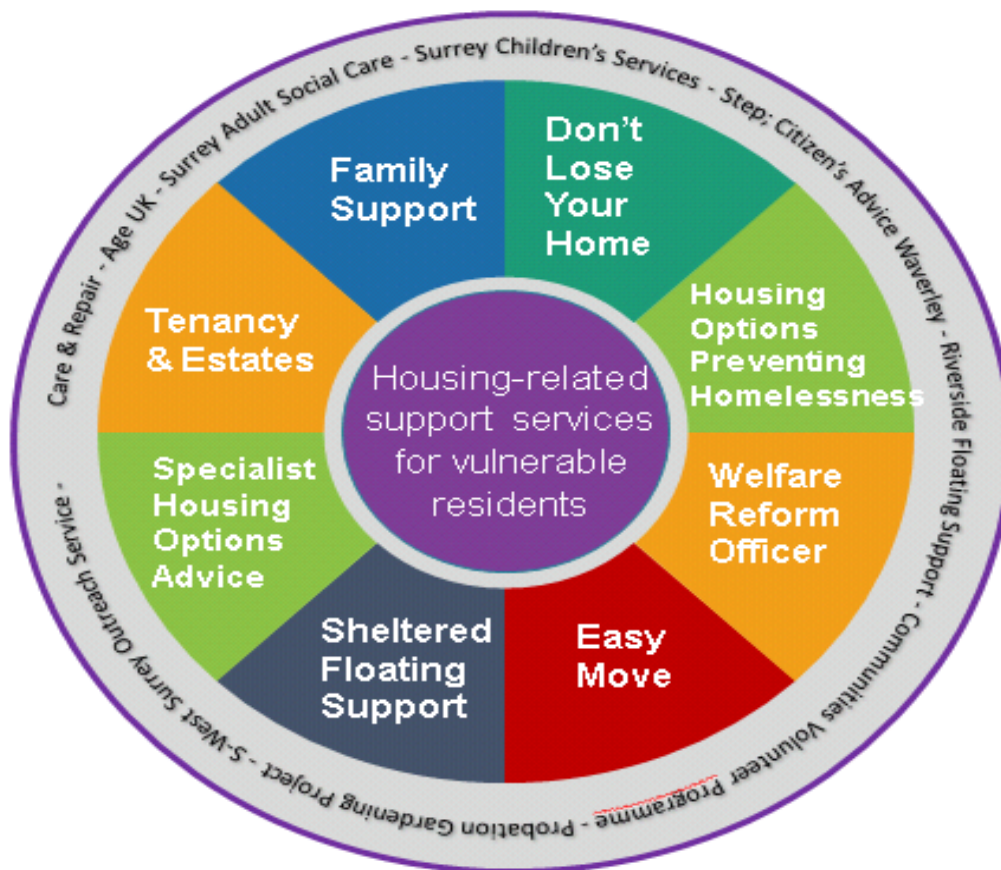
Legal Implications:

There are no direct legal implications arising out of this report.

Introduction

1. The 2015/16 Housing Service Plan identified as a priority the need to review the way in which housing-related support services are delivered to vulnerable adults and families in Waverley to ensure that these residents can continue to live successfully in their own homes.
2. Housing-related support services in Waverley are provided by a number of different teams within the Council's Housing Service. Each support service has a different remit, different eligibility criteria, different processes and procedures and different

performance measures. These services are shown in the inner circle of the diagram below. The extent of housing-related support services provided by other teams within Waverley and external providers is shown in the outer circle of the diagram below.



3. The particular challenges to address were:
 - The approach to service delivery, record keeping and information sharing for vulnerable adults and families varies across teams and access to existing services varies depending on point of entry
 - Funding arrangements for these projects vary. Some external funding sources expect specific reported outcomes and have eligibility restrictions
4. The review set out to identify how a more streamlined and consistent service could be provided to residents, based on identified need rather than point of entry and deliver value for money without requiring additional funding from the Council.
5. The review considered what services Waverley should provide directly, what services could be provided to Waverley residents by other organisations and what services were beyond the scope of the Council.

Options for delivery

6. The following options were considered for undertaking the review:
 - LGA (Local Government Association) Housing Peer Challenge
 - External consultancy from organisations such as iESE (Improvement and Efficiency Social Enterprise), Housemark Consultancy, Housing Quality Network or Navigation Partners

- Internal Audit
- Cross-service review led by another Head of Service
- Review by Head of Service from another local authority for reciprocal project in the future

7. The preferred route to achieve a successful outcome to this review was to appoint an independent housing specialist that could bring a fresh perspective and uncompromised view.

Process

8. Following a competitive tendering process, HQN were appointed to complete the review in line with the scoping report and to meet the agreed timetable. They have specialist knowledge of providing housing-related support services and experience of change management.

9. As part of the review process, HQN:

- Researched the Council's services, performance and operating environment
- Interviewed Housing Service Managers and lead officers for each of the housing-related support services
- Held a series of team workshops
- Held workshops with external partners
- Conducted telephone interviews with external partners who were unable to attend workshops
- Held future feedback sessions with staff at the end of the process

10. The timetable that was agreed at the outset of the project is shown below:

March 2015	Agree scope of review
End March 2015	Advertise for consultant to undertake review
End April 2015	Appoint consultant
May – August 2015	Conduct review
September 2015	Discuss proposed outcomes and draft recommendations
October 2015	Agree final report Feedback to Portfolio Holder Presentation to staff
Nov/Dec 2015	Report on outcome and recommendations to Corporate O&S and Executive
January 2016	Complete Implementation Plan Implement outcomes

Review

11. HQN completed the review in October. They made a series of recommendations to address the outcomes required by the brief. The final report is attached at [Annexe 1](#).

12. The review did not recommend changes to the current establishment, but recognised that a change in the way services would be provided as a result of the review could create future opportunities for efficiencies.
13. HQN met with the Portfolio Holder for Housing and staff to discuss their recommendations.
14. The review made two overarching recommendations:

1	Services for people over working age to be brought together into one single team	<ul style="list-style-type: none"> • Sheltered housing support, Easy Move and aids and adaptations • One referral and assessment process • One risk assessment process • Records held centrally and accessible by the whole team
2	Services for people of working age to be brought together as a 'virtual' team	<ul style="list-style-type: none"> • Multiple referral points with a single assessment process • One referral and assessment process • One risk assessment process • Records accessible by all team members (case management system) • Existing posts to remain in existing teams

15. HQN were impressed with the way in which staff were open to challenge about their work. They praised areas of high performance and best practice that exist across the Housing Service. The review provided the opportunity for external validation of the quality of current service provision.

Next steps

16. The Housing Service is keen to start implementing the recommendations of the review early in 2016 and will be preparing an Implementation Plan with specific, measurable targets to enable this to be achieved.
17. Actions that will need to take place before the recommendations can start to be implemented include:
 - Establishing a cross-cutting team that jointly manages and monitors services to working age residents
 - Improving information sharing
 - Agreeing service standards and publishing a clear process for access to services
 - Agreeing measurable outcomes and performance indicators
18. Actions that will need to be completed in the next 12 months include:
 - Establishing an Older Persons Housing Service
 - Implementing the planned improvements to Orchard Dashboard to bring all relevant information together in one place
 - Setting up a single case management system
 - Exploring the scope to access external funding from health and social care budgets

- Increasing emphasis on reducing dependence and extending customer choice
- Investigating the scope to develop services to self-payers

Conclusion

19. The Review of Housing-Related Support Services has highlighted areas of high performance and best practice and made two overarching recommendations to combine services for older people together in one team and services for working age people together in another. The implementation of the report recommendations will start early next year. There are no changes to staffing arrangements as a result of the recommendations.

Recommendation

It is recommended that the Executive receives any comments from the Corporate Overview and Scrutiny Committee on the outcomes and recommendations of the Review of Housing-Related Support Services, approves the implementation plan and recommendations, noting that there are no resulting changes to the staffing arrangements.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

Name: Jane Abraham

Telephone: 01483 523096

E-mail: jane.abraham@waverley.gov.uk