

Name of Decision maker:	Cllr Margaret Griffiths
Portfolio:	Housing
Date of Portfolio Holder Decision:	16 March 2011

Title of Decision:	To agree the Reconfiguration of the Sheltered Housing Service
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Decisions made and reasons:

1. That the outcome of negotiations with HCC over the reduction in Supporting People funding be noted
2. That the Sheltered Housing Service be reconfigured with effect from June 2011 using the "Hub and Spoke" Model as set out in Sections 4 and 5 of the report
3. That the Sheltered Housing staff establishment be reduced by six warden posts and that two new Development Officer posts created and to incorporate this into the current service re-alignment
4. That arrangements be agreed with Age Concern to enhance social and community opportunities at sheltered schemes at a cost of £15,000 in 2011/12
5. That the level of weekly (based on a 48 week rent year) Supporting People charges to tenants in Category 2 accommodation be reduced from £11.61 to £7.57 with effect from April 2011
6. That tenants with low level needs and assessed as capable of doing so be allowed to personally carry out checks on their Community Alarm/Pull cord test and continue monthly checks by the Warden for those with medium and high needs.
7. That the Out of Hours service be terminated over the next six months and that negotiations are held with staff accordingly
8. That the Allocations Policy be reviewed as set out in Paragraph 5.4 of the report and identify those schemes that are more suitable for housing residents 50+ with low level support needs and to designate all other schemes to providing housing for people aged 60+.
9. That Age Concern extend their Handy Person service to sheltered tenants free of charge and a grant of £10,000 be made for 2011/12
10. That meetings with residents be arranged over the next two months to explain the implications of new arrangements and further meetings be held six months following the implementation of the new service to review the effectiveness of operations.
11. That a report to be presented to the Housing Overview and Scrutiny Committee six months following implementation of the new structure and consultation with tenants
12. That the potential and implementation requirements of a "Social Enterprise Model", as set out in the report, be explored and a report be made to the Portfolio Holder for Housing and the Housing and Community Overview and Scrutiny Committee

Officers/Councillors/Ward Councillors/Stakeholders Consulted:

Mark Gaynor, Director of Housing & Regeneration
 Elliott Brooks, Assistant Director - Housing Landlord
 Dharini Chandarana – Sheltered Housing Manager
 Elders Services Officers
 Members/Ward Councillors
 Sheltered Housing tenants
 DBC Sheltered Housing Staff
 Unison
 Atifa Ali-Khan, Chief Executive - Age Concern

Monitoring Officer/Chief Financial Officer Comments:**Monitoring Officer comments:**

No further comments to add to this report.

Deputy S151 Officer comments:

As a result of decision by Hertfordshire County Council, funding for sheltered housing support is reducing from £543k in 2010/11 to £446k per annum, fixed for 2011/12 and 2012/13. It is likely that this reduction will continue in future years. The changes proposed in the report will generate efficiencies but these are not sufficient to meet all of the grant reductions and increases in expenditure envisaged. The net cost to the HRA in 2011/12 is £44k. For future years, further efficiencies will need to be generated through the Phase 2 realignment process to ensure that the impact of these changes does not adversely affect the balance on the HRA in the longer term, particularly if Supporting People funding continues to reduce, as anticipated. Finance will need to be involved throughout the change process to help model the financial implications and provide budgetary advice as options are refined and decisions taken.

Risk Implications

Potential risks have been identified throughout the development of the proposal. The main risk is the loss of Supporting People Funding.

Options Considered and reasons for rejection:

If the proposals are not approved, then SP services to tenants will not be customer focused and in line with the new Supporting People framework. Additionally there will be an effect on the Council's revenue in respect of both the Supporting People grant and Housing Revenue Account.

Portfolio Holders Signature:

Date:

Details of any interests declared and any dispensations given by the Standards Committee:

For Member Support Officer use only

Date Decision Record Sheet received from portfolio holder: 16 March 2011

Date Decision Published: 16 March 2011

Date of Expiry of Call-In Period: 23 March 2011

Date any Call-In received or decision implemented:

1 Background

- 1.1 At its October 2010 meeting Cabinet approved the need to review Sheltered Housing in the housing service to prepare for a reducing grant environment and a tightening of the application of Supporting People (SP) funding which funds much of the service delivery. The review is subject to consultation with Sheltered Housing tenants, Ward Councillors, stakeholders, staff, unions and Age Concern on the proposals outlined in the Cabinet report. Authority for agreeing the final arrangements for Sheltered Housing was delegated to the Portfolio Holder for Housing.
- 1.2 Subsequent to the Cabinet meeting a report detailing the outcomes of the consultation was considered by the Housing and Community Overview and scrutiny committee in November. This report sets out the proposed changes.

2 Summary of the Issues

- 2.1 The detail of the issues was set out in the October Cabinet report and Members can refer to the minutes of the meeting for a detailed account of the discussion. The key issues are as follows:
- Hertfordshire County Council is to make substantial savings in its Supporting People budget
 - This will involve a tightening in the application of Supporting People criteria in the future operation of its support to Sheltered Housing with a focus on those in most need
 - Many sheltered tenants do not need (and in many cases do not use) the full extent of services provided
 - The current service is subsidised by the HRA (i.e. tenants not living in sheltered accommodation).
- 2.2 The Cabinet report set out a range of proposals which it was agreed, would form the basis of in depth consultation with tenants of sheltered schemes and a range of other key stakeholders. These included:
- To refocus the service on those tenants with a medium/high assessed need through the provision a more personalised package of support
 - Correspondingly to provide a telephone and community alarm based service for those tenants not needing (or wanting) programmed support
 - A reduction in the frequency of testing alarms
 - Continuation of the community alarm system for all
 - A reduction and refocus in the numbers of staff providing support to produce this more flexible and focused service.
- 2.3 Whilst the perspective of the responses to the consultation have been varied there seems to be a consistent approach to how the service might be reconfigured. It is clear from the analysis of the consultation responses that common themes have emerged.
- 2.4 In line with the Supporting People framework tenants overwhelmingly expressed a preference for a floating support service based on needs, with telephone contact rather than a visit offered to those with low level needs and configured on designated

patch/geographical areas. In essence, the majority of tenants' views were that Wardens should focus service delivery to those with medium and high level needs as reported to Cabinet on 19th October 2010. Flexibility with any new structure was emphasised to allow for changing needs and reassessment of support plans to ensure provision of the right level of support.

- 2.5 With regards to Community Alarm testing residents' views were that those tenants with low needs and assessed as capable of doing so should be able (and therefore given the opportunity, with guidance) to personally carry out checks on their Community Alarm/Pull cord tests. Monthly checks by the Warden should continue for those with medium and high needs. As there would be a greater reliance on the alarm service there is a need to review the contract with the Alarms Monitoring Centre as repeated concerns with the service were noted in all the consultation sessions held.
- 2.6 One of the main concerns raised by tenants during consultation is that where a tenant receives support under the new arrangement there should be continuity of service provision from the same member of staff as far as is possible.
- 2.7 Hertfordshire County Council's new framework proposes a floating support model but tenants views indicated that this might be varied somewhat to achieve their priorities in a new arrangement. Tenant aspiration for continuity of staff and the need to provide support in a more flexible way could be achieved, it was felt, through what both staff and residents referred to as a 'hub and spoke' model. This model (which actually differs little to HCC's new framework) would mean a member of staff (i.e. a Warden operating as a Supported Housing Officer) being located in one scheme and additionally responsible for a geographical area around the scheme providing support to dispersed tenants, owner-occupiers and private tenants. Benefits for the Council would mean staff spending more time in and around their scheme rather than travel the length and breadth of the Borough, cutting down on travel cost.
- 2.8 All groups responding to the consultation exercise were of the view that closer partnership working with the voluntary sector, in particular Age Concern, was critical to ensure duplication and waste was minimised to enable better service delivery. One way it was felt this could be achieved would be for the Council and the appropriate voluntary agencies to form a co-operative venture and offer a holistic service to sheltered housing residents, thus cutting down on the number of different agencies they currently rely on for services. The concept clearly has much merit. It was accepted that this is a more long-term solution requiring detailed discussions and negotiation with all parties and could be worked on over the next two years in preparation of any tendering of contracts by Hertfordshire County Council. In the interim it was suggested that a Service delivery protocol is formed with Health and Community Services (previously Adult Care Services).

3 Outcome of negotiations with Hertfordshire County Council (HCC)

- 3.1 Dacorum Borough Council's (DBC) SP contract expires in March 2011 and negotiations have taken place with HCC to vary the existing contracts and extend them for a further two years. From April 2011 HCC will be commissioning two basic levels of service which includes community alarms and a low level support service. This new service model is viewed as a 'low level maintenance service' for older people to be complemented by the 'Enablement' service (NHS helping and supporting people back into their homes after a spell in hospital after illness or injury for six weeks) and other preventative services.
- 3.2 Discussions with HCC's SP team have resulted in agreement for a contract sum of £446,864 (a reduction of 15.84% on the current contract price –a significant

improvement of 16% on the previous sum of £384,074 originally proposed to be available per year for two years from April 2011 by HCC's SP Team), to reflect the number of tenants receiving the Support service and who were on Housing Benefits or Fairer Charging as at September 2010. This is on the basis of a fixed maximum purchase price of £9 for sheltered housing; a maximum of £3.25 for an alarm where there is a response service and £2 where it is an alarm monitoring only.

- 3.3 There is an expectation that support/alarm services will be provided based on eligibility/need rather than by default because someone happens to live in sheltered housing. The eligibility criteria has not yet been set by HCC but is likely to include an age threshold of at least 55 years. There is also an expectation that within the overall envelope of the contracted support hours DBC will deliver support at different levels according to need, rather than a one size fits all approach. This will enable support to be provided to people in the wider community where the capacity is not taken up by those living in sheltered housing.
- 3.4 It should be noted that the varied contract arrangements are an interim measure (2 years) and lay the foundation for the future development of more community based provision for older people. HCC's SP team have said that following implementation of this interim measure they will be commencing work on the commissioning model beyond the two year extension. Options will include tendering services on a countywide or district basis or moving to a framework agreement model.
- 3.5 The current service does not fully meet the needs of all the service users and although DBC has continued to provide a service to its sheltered housing tenants, the costs of the service are now such that the service is subsidised by the Housing Revenue Account (HRA). However, the latest financial projection for the HRA shows a healthier position than was apparent at the time the Sheltered Housing review was reported to Cabinet in October 2010. The current projected HRA 'cost' of SP for 2011/12 is now £88K (previously reported as £123K). This figure has been arrived at factoring in reduced income from self-payers as the charge to them is likely to have to reflect the charge to tenants on benefits (£9/week over 52 weeks).
- 3.6 SP funding is a diminishing grant and from April 2013 the two year contract will either be renegotiated based on a different criterion than that currently in place or possibly tendered. DBC therefore has two years to develop the support service in a format that meets the strategic needs of its tenants. There is a risk of the grant from HCC decreasing further or being withdrawn in future years and consideration needs to be given as to whether the support element will be increasingly supported by the HRA should this occur.
- 3.7 Cabinet was made aware in October 2010 that if the Council opted to retain the Housing Stock under the proposed self-financing regulations it would be likely that service charges in addition to rents may need to be introduced as a way to decrease the cost of Sheltered Housing on the HRA. Work will be carried out in 2011 to assess the potential and impact of introducing Service Charges for elements of service which will no longer be funded by SP but which are felt essential for sheltered tenants. Service charges, where a condition of tenancy, are eligible for Housing Benefit

4 RECOMMENDED OPTION: 'HUB AND SPOKE DELIVERY MODEL'

- 4.1 It is proposed that the model adopted is the 'Hub and Spoke' model, set out below. This model will still see Wardens redesignated as 'Supported Housing Officers' and although overall numbers will fall by 6 there will still be 32 to cover our 32 sheltered schemes. The "hub and spoke model" will be configured on designated patch/geographical areas and focusing service delivery to those with medium and high

level needs, in line with the SP framework. Officers will deliver a floating support service based on needs, with telephone contact rather than a visit offered to those with low level needs as detailed below. The model has been tried and tested in other authorities and proved successful.

- 4.2 The configuration means there will be no mobile team and existing mobile staff will be absorbed into current vacancies. The new job description for Supported Housing Officer will be an amalgamation of current scheme based staff and mobile staff. The flexibility with the new service is that staff will cover and support other staff/areas as necessary depending on their tenant profile.
- 4.3 The service will be structured into six geographically based groups - see **Appendix 1**. Each Group will have 4 or 5 Hubs (centred around a sheltered scheme serviced by a Supported Housing Officer. Each Hub will have a cluster attached to it. Although each Supported Housing Officer will have their scheme within the cluster (to ensure that there is familiarity between them and their customers) any member of the group can cover any cluster in any group when there are any difficulties with annual leave/sickness/vacancies. On a day to day operational level, the group will work together to provide the service. This addresses tenants concern that they do not want visits from unfamiliar staff. One of the strengths of the group is that it gives tenants the confidence and opportunity to build a relationship with any of the Group members.
- 4.4 The service will be flexible to allow for changing needs and reassessment of support plans to ensure provision of the right level of support and continuity of service provision from the same member of staff as far as is possible. The proposed model delivers the following benefits:
- Having one member of staff providing support allows the tenant to build trust in the relationship, enables long term monitoring of the situation and retains continuity with a member of staff who can monitor changes, small or large
 - A 'Hub and Spoke' model will enable a member of staff to create more of a community around the Group for older people in the vicinity.
 - Staff will be able to spend more time around their Group rather than travel the length and breadth of the Borough, cutting down on travel cost.
 - In order to further develop the social activities in the schemes it is proposed to enter into a partnership with Age Concern to add to the range of activities already taking place within schemes. This would be focused on those schemes where such activities are undeveloped and to individual residents who would benefit from a 'befriending' service where infirmity or lack of confidence has led to isolation. A budget of £15,000 is proposed in 2011/12 to stimulate this.
- 4.5 This new model calls for changes in staffing arrangements and as reported to Cabinet in October 2010 the number of staff will need to be reduced by six. This will be implemented using the Council's agreed procedures and as part of the overall Phase Two realignment.
- 4.6 So what would the service look and feel like for sheltered tenants? The overall running and feel of the sheltered schemes would be much the same with each having its main Supported Housing Officer (formerly Warden). The emergency alarm and associated support services will be universally available to all tenants. Additional support is proposed to help enhance the social and community opportunities where tenants of schemes wish it (see paragraph 4.4 above) and assistance with 'odd jobs' (see paragraph 5.5.1 below). The key difference will be in the level and nature of personal

support which from now on will be delivered on the basis of assessed need (and personal preference):

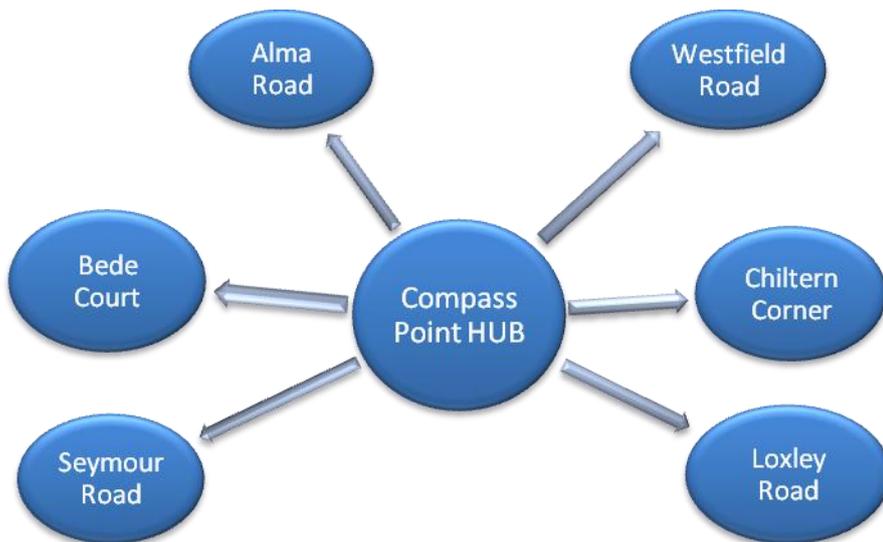
Tenants with Medium/High level Needs – will receive weekly face to face visits, based on individual support needs as agreed within the support plan, (i.e. help to claim Housing Benefit, help in dealing with relevant agencies, advice on how to manage finances on a day to day basis, assist with gaining access to others services, basic advice to encourage and motivate to prepare and cook meals safely etc.) monitoring wellbeing and care from partner agencies, monthly pull cord checks and intervening in crisis situations to provide support or deal with tenancy matters.

Tenants with Low level Needs - Monthly telephone contact, 4 monthly face to face visits to check wellbeing and/or emergency alarm responses. Tenants will be given the option to have their support reassessed should their needs change.

Tenants who have declined programme of support – Bi-monthly telephone contact and responses to the emergency alarm. Tenants will be given the option to have their support reassessed if their needs change by contacting their Supported Housing Officer or via referral from other agencies.

- 4.7 The following diagrams - broken down into urban, rural and medium town - illustrate how the model is likely to work in practice.

Example 1 (Berkhamsted)



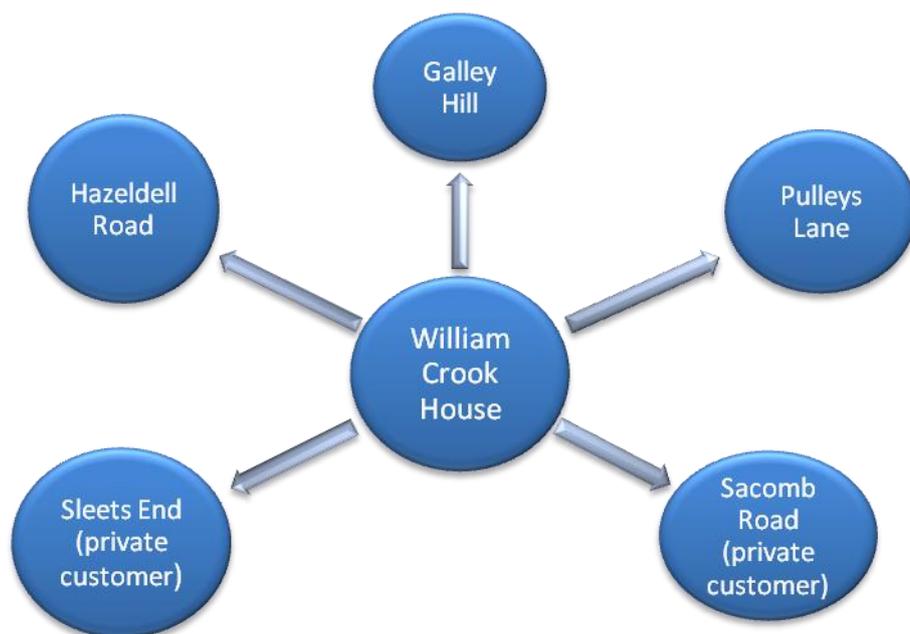
The total number of units in this geographical patch = 66 (includes scheme and current category1 dispersed accommodation), which consists of 7 high level needs, 41 medium Level Needs and 31 Low Level Needs tenants.

Example 2 (Rural Scheme)



The total number of units in this geographical patch =75 (includes scheme and current Category 1 dispersed housing), which consists of 9 High Level Needs, 41 Medium Level Needs and 46 Low Level Needs tenants.

Example 3 (Main town/ Hemel Hempstead)



Total number of units in geographical patch = 75 (includes scheme and current Category 1 dispersed housing), which consists of 14 High Level Needs, 21 Medium Level Needs and 48 Low Level Needs tenants.

4.8 Conclusion and key recommendation

- 4.8.1 It is recommended that the option to move to a “Hub and Spoke” model, as set out above, should be adopted as the most effective in the current climate as it provides balance between the expectations and needs of existing sheltered tenants and it is in line with HCC’s new framework of tenure neutral floating support. If agreed it is proposed that, following the required staff negotiations and provision of feedback on the arrangements to our sheltered tenants, the new model be operational as soon as possible. This is likely to be from June 2011.

5 Additional amendments to service delivery proposed

5.1 Tiered payment service

- 5.1.1 Tenants in our sheltered schemes not eligible for Housing Benefit (HB) are charged for the current service, unless they were tenants prior to the introduction of SP in which case they are paid for from the HRA. HCC has stated that eligibility to receive a subsidised service will continue to be on the basis of its current ‘fairer charging policy’. DBC will need to keep records of HB entitlement as proof of entitlement. HCC will carry out financial assessments for those who are not “passport” by HB but who may be eligible for a service where it is determined they fall within fairer charging financial thresholds.
- 5.1.2 Under these varied arrangements there is no longer a requirement for DBC to charge the same uniform price to those who are ineligible for a subsidised service and may choose to provide a menu of services and charge according to the level provided. Whilst the varied contract arrangements will no longer include self-payers there is an expectation that DBC as a provider of the service will continue to develop the private market.

- 5.1.3 Discussions with Sheltered Housing tenants have suggested that a tiered payment arrangement be introduced where payment reflects the level of service. It is recommended that in the future there are 2 tiers of payments:-

Level 1 – tenant is a low/no support needs tenant – The given in this would be that every tenant who moves into sheltered housing would have to pay a minimum charge for the community alarm as this is hardwired. Therefore, the payment would be the cost of the community alarm service plus a small charge for sign posting services of the Supported Housing Officer.

Level 2 – tenant has a medium to high support need. The tenant would pay for the services of the community alarm and Supported Housing Officer's (Warden) visit. This is in recognition that a service user can float between medium and high needs support.

- 5.1.4 In partnership with tenants work will be carried over the next two years to enable the Council to move to this position. In the interim it is recommended that from April 2011 the following charges are applied:

- Category 1 (dispersed units)
£6.53 over a 48 week period (this charge to remain at the current figure of £6.53 per week)
- Category 2, (tenants in sheltered schemes) £7.57 over a 48 week period, who will receive a variation in service provision i.e. reduction in weekly visiting for those with low level needs (currently £11.61 per week).

This would reflect the reduced grant from HCC but takes into account the different level of services to be delivered

5.2 Community Alarm Monitoring Service

- 5.2.1 Mechanism of Alarm Monitoring Service - The Community Alarm Monitoring Service is provided to all Sheltered Housing tenants and is also available for a small charge to Older or Disabled People living in other types of tenure within the Borough. The service provides tenants with security so that they can obtain help if they have an accident or medical emergency. Calls are made by a tenant pulling a cord through a hard wired system or pressing a button operated through a phone line, and is received and monitored by a Control Centre. A trained Operator is able to identify the caller by name and address and details are held on the Control Centre computer system about the tenant's medical history, next of kin and other relevant information. Having established why a tenant has called, the Operator will then contact the most appropriate person or service to assist. The service is provided 24 hours a day, 365 days a year.

- 5.2.2 The Control Centre also monitors assistive technology known as Telecare. This service uses a range of technologies that raise alerts to get help for the user if they need it. The technology includes movement sensors, fall, gas escape detector, property exit sensor and bed sensor. As this area develops, improved types of detectors are being made available to enable vulnerable people to continue living in their own home with greater safety and independence. The Control Centre monitors each detector and/or sensor and takes all our 'out of hours' emergency repairs calls and records these on DBC's Orchard system. Following a tendering exercise in 2009, the contract was awarded to Seniorlink Eldercare for an initial two years with the possibility of extension for a further 3 years.

- 5.2.3 Tenants' views were that the Alarms Monitoring service is not working as effectively as it could, that the wait for a response and checks considered too long. A significant number of tenants wished to see the contract with the Alarms Monitoring Centres reviewed.
- 5.2.4 An evaluation of the service has shown that 99.10% of calls are responded to within three minutes against a target of 99% and 93.12% within one minute against a target of 98.5%. Performance is measured against these two targets set by the Telecare Services Association (TSA), the representative body for the Telecare industry within the UK, to which providers subscribe. The TSA works closely with Government and is an alliance partner of the European Connected Health Campus, a body focusing strategically on health initiatives.
- 5.2.5 The evaluation of response times suggests that the current service is adequately meeting the needs of tenants within the three minute target. Clearly there is improvement to be made within the one minute target and Officers are currently meeting with Seniorlink to review and look at improvements over the next six months, failing which the service will be retendered.
- 5.2.5 Currently scheme wardens will carry out monthly checks on the Community Alarm/Pull Cord irrespective of the needs (or preference) of tenants. Within the new proposed arrangements it is recommended that where tenants have low level needs and are assessed as capable of doing so they should be allowed, with guidance, to personally carry out checks on their Community Alarm/Pull cord test with monthly checks carried out by the Supported Housing Officer for those with medium and high level needs. This would require the tenant to explicitly opt out of the service, and the warden would regularly check that they were still happy to do their own checks. The Supported Housing Officer would carry out a check three times a year.

5.3 Out of Hours Service

- 5.3.1 An Out of Hours service is currently provided alongside the community alarm service by sheltered housing wardens. All calls go through to the central control (based outside of Dacorum). The central control will alert the emergency services and the on duty warden. The warden will attend the scheme; sit with the tenant (though often arriving after the emergency services) and resetting the fire panels once the emergency services have left. Analysis has shown that for the period September 2009 to September 2010 there were 501 calls to the Out of Hours Service of which 27% (the majority) were non-housing support related.
- 5.3.2 The service is operated by two Wardens, with Elders Services Officers acting as escalation points and who are at times called out of hours, 7 days per week on a rota basis between the hours of 5.00pm to 8.30am (Monday – Thursday) and 5.00pm Friday to 8.30am Monday at a cost of £21,940 (this being additional overtime payment made to Wardens excluding Elderly Services Officers). The service is duplicatory, creates a culture of dependency and is, arguably, unnecessary. It does not meet the new SP framework and is not in line with best practice. Officers have considered whether it is in the best interest of DBC to continue delivering this service in its present format and two options have emerged:
1. Maintain the status quo and retain the service in its current format – this is not considered cost effective and of concern for officers visiting at night. Some benchmarking has been carried out with other Councils and Housing Associations in the Hertfordshire area which shows the majority do not have staff managing out of hours calls; instead contact is made directly from the emergency control with family members and/or the emergency services.

2. Withdrawal of staff operating the service completely. –The impact of agreeing and implementing such arrangements will be managing what tenants and relatives may consider a loss of security they currently enjoy and some out laying costs for key safes for those tenants with medium and high level needs who currently do not have access to such. (The purpose of the key safe is to enable emergency services or relatives to gain entry where an urgent situation arises).

5.3.3 Although there was an option of providing the service to Category 2 tenants only the duplication and costs would continue and opportunity for an opt-out would also be required – the charging and service complexity would be impractical. The choices are therefore to retain or phased out therefore

5.3.4 In order to ensure best practice it is recommended that Option Two is agreed and the service phased out over the next six months. It should be noted, however, that this is contractual for a large number of wardens and any change would have to be properly negotiated.

5.4 Allocations

5.4.1 In line with its Allocation Policy DBC has for the past 3 years allocated sheltered housing to tenants in the 50 – 55 age range. In practice it is apparent that not all sheltered housing accommodation is suitable to accommodate this age mix. Throughout the consultation process, tenants overwhelmingly expressed concern at the rising numbers of younger tenants (158 currently) being housed in sheltered accommodation. To address these concerns it is recommended that a review is carried out to identify those schemes that are more suitable for housing residents 50+ with low level support needs. This would enable resources to be focused on schemes where there are greater needs and to designate all other schemes for people aged 60+. This would be a relatively easy task drawing upon work already completed.

5.5 Handy Persons Service

5.5.1 Although all repairs work in sheltered schemes is covered by the contract with Mitie there are a range of practical requirements for tenants that are not covered. It is proposed, therefore, to fund Age Concern to make their Handy Person scheme more available to sheltered tenants at nil cost. The scheme provides practical DIY support (i.e. putting up shelves, blinds, constructing cupboards or fitting TV brackets) to older vulnerable people, who have no family, friends or neighbours that can help them. For the period April to November 2010 19% of all jobs carried out were to those in sheltered accommodation. It is proposed to fund Age Concern up to £10,000 in 2011/12 to extend the capacity of this service in sheltered schemes. In enhancing services to older tenants it is recommended that officers continue discussions with Age Concern with a view to determining the appropriate financial contribution to be made to Age Concern to enable Sheltered Housing tenants' exclusive/easier access to the service.

6 Financial implications of recommendations

6.1	Additional expenditure 2011/12	£
	Loss of Supporting People Grant	84,092
	Grant aid to Age Concern	25,000
	Cost of moving away from out of hours service	5,500

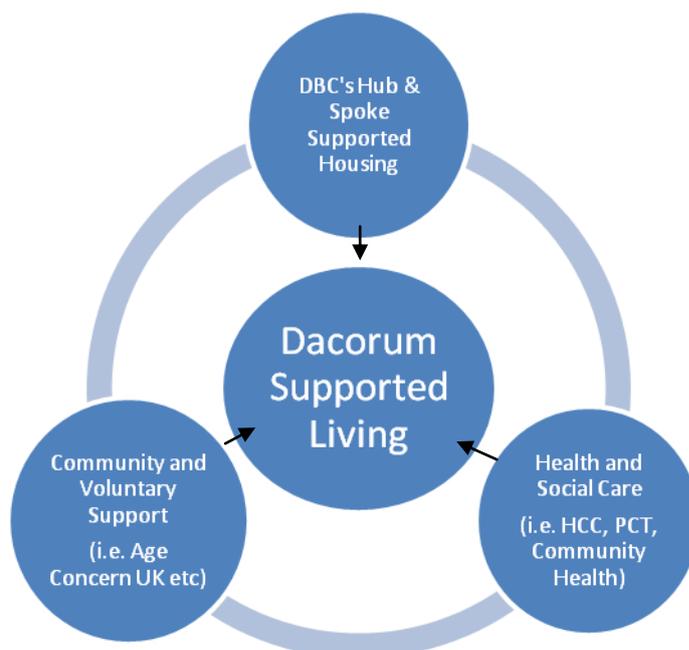
	Reduction in income from SP charges	20,000
	TOTAL	134,592
6.2	Savings 2011/12	£
	Staff restructure (post deletions/changes)	80,000
	Out of hours costs (half year)	10,000
	TOTAL	90,000
6.3	The net impact for 2011/12 will therefore be a net cost of £44,592 which will be met within the overall HRA. As indicated in the report further cuts in Supporting People grant seem inevitable in future years.	

Further Consultation and Resident Feedback

Tenants of sheltered schemes were clear that they wanted early feedback on the proposals once agreed and it is proposed that a series of scheme based meetings are established in the next two months to provide face to face feedback. In accordance with the request of the Housing and Community Overview and Scrutiny Committee a review and report will be made six months after the new operations have started.

7 FUTURE OPTION: “*Social Enterprise Model*”

- 7.1 The consultation process did produce a number of more far reaching and integrated models which could be incorporated into the hub and spoke model at a future date. The view was expressed consistently that, ideally, future service provision could be more partnership based.
- 7.2 A version of this model, tabled by the Leader of the Labour Group at the meeting of the Housing & Communities Overview & Scrutiny Committee of 1st December 2010 – and attached as **Appendix 2** - offers a holistic approach to service to sheltered housing residents and is geared towards forming/establishing a “special purpose” delivery organisation with partners both statutory and voluntary such as the Primary Care Trust (PCT), Age Concern UK, Hertfordshire County Council (and potentially others as appropriate). The diagram below illustrates how it might work in conjunction with the remodelling recommended above.



- 7.3 The proposal seeks to ensure preventative support compliments the sheltered/supported housing service, assists in a smooth transition where residents needs escalate and to retain the community support elements provided by current wardens.
- 7.4 The Social Enterprise model could be similar to that established to run the GP “Out of Hours and Drop In” service based at Hemel Hempstead Hospital. The organisation would have as its members the staff working in the service and the residents of DBC sheltered housing, but could be open to membership from any service recipient and members of partner organisations working with the organisation. This would help ensure the service is rooted in both the needs and expectations of the people delivering and receiving housing support and associated services and that community support is given an important focus within the service delivery.
- 7.5 Tenants would remain tenants of DBC and the new organisation through its management board would continue to have close links with DBC. In essence the warden service would remain a DBC service though part of a broader structure.
- 7.6 Such a model could, potentially enable the service to extend to support people across Dacorum who require supporting people services, but who do not currently fall in to the ‘older people’s’ services remit thereby extending the range of potential benefit to the PCT, GPs and County Council.
- 7.7 A great deal of work would be required in creating such a model not least of all an acceptance from the appropriate agencies/bodies to buy into the idea and work towards achieving such. It is recommended that a working group be established comprising of appropriate DBC officers and representatives from Age Concern, the PCT and HCC to progress the requirements of the model and report back to cabinet and the OSC in due course.

Appendix 1

Sheltered Housing Groups ('Hub& Spoke' Model)

Groups	No: Sheltered Units	No: Community Units	Total	No: Staff
HUB 1				
Sursham Court	26	28	54	5
Two Beeches	48	20	68	
Grovehill	55	21	76	
Saturn Way	48	8	56	
Cranford	29	48	77	
HUB 2				
Rice Close	46	13	59	6
Southernwood Close	36	21	57	
Old House Court	63	1	64	
Driftway	52	11	63	
Hollytree Court	20	24	44	
Evelyn Sharp House (Flexi Care)	76		76	
HUB 3				
Christopher Court	37	13	50	5
Florence Longman House	29	41	70	
Willow Edge	37	15	52	
Leys Road	68	4	72	
Gilbert Burnet House	31	33	64	
HUB 4				
Emma Rothschild Court	37	34	71	5
Pond Close	20	36	56	
Oaklawn	21	26	61	
Compass Point	28	59	87	

Douglas Gardens and Lagley House	49	24	74	
<u>HUB 5</u>				
William Crook	63	12	75	4
Varney Road	63	11	74	
Gravel Lane	70	18	88	
Dudley House	34	42	75	
<u>HUB 6</u>				
Phyllis Courtnage House	58	7	65	5
Chapel Street	30	14	44	
Elizabeth House	49	19	68	
Mayflower Avenue	29	36	65	
Betty Patterson	30	28	58	