

Summary of Proposed new Contracts

As mentioned within this report, the Council is moving towards a new operating model which re-shapes how the Council works in terms of early intervention and prevention, community capacity, place making and is area focused.

Communities may need assistance to identify problems early and try to put in place preventative help, it will need to work across the whole city in order to join up approaches, target resource, avoid duplication, improve intelligence and communication and to save money. The proposed new model of Community Wellbeing and Support supports this direction and approach. The new model will support providers in developing capacity, networks and developing partnerships and skills within communities.

Over the next three years a new operating model for Adult Social Care in York will be developed, focusing on providing three main types of support.

1. Services that everyone can use and are quick and easy to access
2. More targeted support for those that need more help in the short term – this will be the vision and direction for services currently provided with the Housing Related Support Programme as we develop a new focus for Community Wellbeing and Support.
3. Longer term support for those with the highest needs

The model of support envisaged for Community Wellbeing is one that will use and develop community assets and resources, moves away from traditional building based models albeit accepting that in some instances a building is the most appropriate way of delivering some solutions.

It is proposed to deliver Community Support and Wellbeing via three new contracts focusing on specific areas of support but there will be synergies and overlaps in the delivery of these and successful organisations will need to work alongside one another to ensure service delivery is focused and using community resources to the best advantage of the city and its residents.

Contract 1 – Community Wellbeing Support Service

This includes services for Homeless, offenders, mental health and substance misuse and Young People.

Current Service	Provider
Offenders Floating Support Scheme	Foundation
Robinson Court hostel, supported housing and floating support	YACRO
Women's House	YACRO
Feversham Crescent	Richmond Fellowship
Union Terrace and Orwin House	Arclight Ltd
Homeless Prevention Scheme – floating support	York Housing Association
Resettlement Supported Housing & Floating Support	Foundation
Substance misuse supported housing and floating support	Peasholme Charity
Mental Health Floating Support	Richmond Fellowship
Scarcroft Project(supported housing and floating support)	YHA
SMART + Southlands (supported housing and floating support)	Foundation

- Current services employ approximately 54 FTE Staff
 - Services provide 68 Hostel Beds, 76 supported housing units and 282 units of floating support
1. The original proposal was for there to be three co-production tenders. However the proposal has now reduced this for the following reasons: additional efficiencies were required and this will reduce administration to both the commissioner and provider; there are more young people that are now 18+ (adult) partly due to the introduction of an internal young persons hostel and partly thought to be due to the single room rent; it is possible that one of the supported housing units will not be used as it is not fit for purpose making the provision relatively small.
 2. The dis-advantage of this approach is that there will not be an alternative provider if their tenancy fails. This also applies to their approach to adults provision. The commissioned provider would therefore as part of their provision need to have appropriate inclusive processes and options in place to reduce street homelessness.

3. Projected tender/contract value - £1,007,527. This has been projected using current service costs and benchmarking.
4. In addition to the above provision there are 101 customers on the waiting list as at February 2016.
5. 15 customers have been transferred to an Intensive Housing Management Scheme funded through Housing Benefit and therefore helping to reduce the above waiting list. There has now been approval to extend the Intensive Housing Management approach with a further 32 customers identified for transferring to no longer be part of contracted provision by the end of this financial year. However due to the significant changes in welfare reform there is still outstanding uncertainty around the future ability to develop and maintain this initiative.
6. It is acknowledged that the successful provider may identify not using some properties that are currently in use..

Service Model Requirements

- Consortium/Providers will be required to submit a model that deliver against the specified outcomes with a transitional approach over the lifetime of the contract. It is recognised that implementing a new service model and providing a more community based service will take time to implement and in order to enable an innovative approach the contract needs to remove outputs.
- A five year contractual agreement for all three contracts is proposed.
- The proposal will require the consortium/Provider to take on all customers on the waiting list, even if this is just offering a basic drop-in provision initially.
- The provider can determine the balance of hostel/ supported housing/ visiting support/ drop-in and other engagement processes and can again take a transitional approach in development of a suitable model for the most effective use of resources as well maximising positive outcomes.
- The provider/consortium would still be required to deliver against city homeless initiatives which include the Homelessness Strategy; No Second Night Out, Bed Ahead and Every Adult Matters.
- The provider/consortium will determine the length of time customers are supported for based on the balance between need, resources and signposting opportunities.
- The provider/consortium will be required to ensure there are designated “champions” for mental health; offending; young people; substance

misuse and homelessness to ensure there is expertise maintained by the change to a more holistic service.

Mitigation and Risks

- There will be a risk that customers will not receive the type of service that best meets their needs. For example a visiting support service is more time intensive than a drop-in provision and some customers may not engage in drop-in services. It will be for the provider that is successful through the evaluation process to demonstrate how they will achieve the best outcomes.
- There is already an identified un-met need for tier 2 provision which is affecting the transfer of young people through the resettlement process and therefore reducing effectiveness of the Howe Hill hostel provision. The successful service model would need to address the balance and ensure there is an effective approach towards developing independence.
- Young vulnerable people tend to require a longer period of time to reach independence due to their age. Depending on the model adopted it is possible that more young people would need to move into general needs accommodation and will be at greater risk of failing their tenancy.
- There is the potential that there will be an impact on local Community and Voluntary Sector Providers if they are not part of the successful partnership chosen to deliver the new service model. All referrals will be able to access the triage provision for informal support and crisis management. This will be in the form of drop-ins, phone-calls, unscheduled visits, workshops etc, defined by the successful bid.
- Those that become street homeless can access the Salvation Army Early Intervention and Prevention Service which is funded through the homeless prevention funding allocated by the City of York Council homeless team.
- Provider events have encouraged consideration of Consortiums which will reduce the number of providers placed “at risk”. Feedback from 5 out of 6 current providers has shown that they are already making progress in consortium approaches.
- Sharing of customer consultation feedback in the outline information for the bid will encourage providers to consider more options like volunteering and mentoring and to move from a co-design to more of a co-production model.
- The combined service approach will enable there to be one out of hours contact point for excluded customers, creating economies of scale. A separate piece of work is being carried out looking at all out of hour services enabling the possibility for further joined up working.

- Southlands for young people is still required to be a 24 hour provision due to its residential location although the development of Howe Hill has meant that referrals will initially have support at Howe Hill and will have developed some independency skills before they move to supported housing. Therefore from a needs perspective, it is no longer required as 24 hour. This service is therefore considered as part of this re-commissioning. This provides the opportunity to de-commission or remodel this provision due to this being part of a larger range of accommodation options.
- Scarcroft Project requires overnight cover due to being a young person's provision. The overnight costs have now been re-defined as Housing Management.
- Welfare Reform will have continued impact on service provision and the viability of some service model options. The successful provider will need to have or develop strong relationships with landlords as well as flexibility
- in adapting to the changing market place.

Current Service	Provider
Hardwired Alarm	
Hardwire & Estate Lifeline Alarm Service	Yorkshire Housing
Combined Lifelines Service & Lifelines Service 1	JRHT
Holybank	The Riverside Group
Sheltered Schemes	
Barleyfields, Saddlebrook and Guardian Court	Anchor Trust
De La Salle	The Riverside Group
Hanover Court	Hanover Housing Association
Campbell Court	Housing 21
Field Court, Hempland Lane	Methodist Housing Association
Minstrel, Sturdy Court, Dower Court, William Plows Av, Hawthorne Close, Sandacre Court,	JRHT
Forest Ct, Haverah, Jubilee	Yorkshire Housing
Bretgate, Margaret Philipson Court	York Housing Association

Beckfield Lane and Regency Mews	Abbeyfield
Garth Court	Yorkshire Housing
Red Lodge	JRHT
Floating Support	
Independent Living Service	Yorkshire Housing

Contract 2 - Older Person Services

- Services provide 680 Eligible units of support

Service Model Requirements

1. The proposal is to re-commission the Current “Independent Living Service” Floating Support Scheme at an increased capacity of 55 units but decommission sheltered and frail elderly services
2. Proposed projected contract value of £156,668. Based on decommissioning of sheltered housing provision and hardwired alarm provision allowing for an increase in capacity within the city wide service for those customers in sheltered housing that would chose to access the support service. This represents being able to offer 16% (55 customers) of sheltered tenants support through the commissioned service. The previous re-modelling in 2012 resulted in 14% (39) of customers referred to Independent Living Service. This low take up is also shown within other local authority areas where decommissioning of sheltered housing provision took place.
3. Unlike most commissioned services, sheltered housing provision can include customers that do not require support which is demonstrated by low uptake in visiting support services.

Mitigation and Risks

- Maintaining provision in sheltered housing schemes will be a landlord decision but would likely to continue to meet the remit of a sheltered housing provision. There is the contingency for referral to Be Independent for community alarm and Independent Living Scheme for support where there is any loss in service provision going forward.
- The additional decision to not continue the Hardwired Alarm provision with Yorkshire Housing, Joseph Rowntrees Housing Trust and The

Riverside Group may result in referrals to Be Independent. This is being phased in at an earlier stage to ensure any impact is managed effectively.

- If the provider maintains the same level of service, there is a risk that current eligible customers would need to pay the warden cost themselves. This on top of other ineligible costs may potentially result in the resident needing to move as they can no longer afford to live in their present accommodation. All providers are not for profit social landlords with a strong working relationship with the City of York Council. Any significant decisions are likely to include discussion with the council and consideration for social values and equality of access.
- Prospective providers would need to assess the implication that there may be some TUPE implications if the capacity of the current contract is increased. This will depend on apportionment of warden staff time.

Contract 3 – Young People

Service	Provider
SASH(Supported Lodgings)	SASH

Service Model Requirements

- Projected contract value £110,000. This is based on benchmarking information, remodelling of supported lodgings and consideration of significant savings already achieved through negotiation with existing providers.
- This will involve re-modelling Supported Lodgings (18 people) so that hosts provide the support and the provider recruits and supports the host as well as supports the sign up and move on process. (£110K)
- To including funding from Homeless Grant held by CANS to enable there to continue to be one provider for host provision for Nightstop (normally up to 3 nights) and Supported Lodgings (currently up to 2 years). There is currently £15K paid to SASH for this service however numbers of Nightstop referrals have dropped over the last two years (19 in 2014/15 and 16 in first 3 quarters of 2015/16. This represents 140 bed nights and 79 bed nights respectively) so an efficiency will be required as part of the process. It has been agreed that CANS will

align with the timing of this commissioning process. The projected funding for Nightstop is £8K.

Mitigation and Risks

- If a more cost effective model for supported lodgings can not be achieved then the reduction in funding would result in less young people having this option available.
- Supported Lodgings is a good practice model as it enables young people to live in a family home environment and therefore normalises their development of lifeskills and independence. Further work could be done to increase capacity of supported lodgings with care leaver funding.
- Supported Lodgings can be re-modelled so that hosts provide the support and the provider recruits and supports the host as well as supports the sign up and move on process.
- More recent changes in access to services for care leavers has resulted in an increase in care leavers accessing supported lodgings. This creates a potential saving to the council in comparison to other options care leavers. Joint funding arrangements will be considered with this option.