



STRATEGIC INNOVATION & PEER LEARNING
In housing, health, care and support

APPENDIX D

THE PROJECT

INITIATION DOCUMENT

(PID)



PROJECT INITIATION DOCUMENT

Project Title	Housing Support Unit - planning for the housing and support needs of an ageing and vulnerable population		
Delivery Plan	RIEP Housing Delivery Plan Sub Group - Meeting the housing needs of older people, making better use of the existing housing stock, supporting and promoting the strategic housing role		
Accountable/Lead Authority (and other partners)	DHSW, SW Joint Improvement Partnership (Lead DASS is Judith Geddes Bournemouth CC), SW Housing LIN, RIEP Housing Delivery Plan Project Group		
Start date of project	Sept 09	Anticipated end date of project	March 2011
Overall budget detail	£50k JIP (prevention & early intervention) £60k DHSW £40K RIEP (Housing Group)		
Project Manager	Paul Jones (DHSW)		
Responsible SWRIEP Programme Manager	Marion Britton		

Section A: Project Summary

The overall aim is to support every LA area to have an informed plan for achieving better housing options for older people (including those that are vulnerable) nb - the scope of this project intentionally covers older and vulnerable people to ensure that synergies with other projects can be explored (particularly those around delivery of Public Service Agreement (PSA) 16 - increase the proportion of socially excluded adults in settled accommodation).

The Unit will complement existing improvement and efficiency programmes, prevent duplication in regional support activity, and supply the following to local authorities in the region:

- tailored information and intelligence on existing initiatives and experience
- detailed advice, guidance and support for strategy development and;
- other capacity building activities for local authorities

The aims of the Unit are threefold:

1. To support the Transformation of Adult Social Care* i.e.
 - That every council has a clear strategy, jointly agreed with health, for how it will shift some investment from reactive provision towards preventative and enabling/rehabilitative interventions for 2010/11. Agreements should be in place with health to share the risks and benefits to the 'whole system'.
 - That councils and PCTs have commissioning strategies that address the future needs of their local population and have been subject to development with all stakeholders especially service users and carers; providers and third sector organisations in their areas. These commissioning strategies take account of the priorities identified through their JSNAs
 - Developing approaches that will demonstrate an effective use of the available resources and help to meet efficiency targets and the Total Place agenda
2. To enable local authorities to take the findings of the Housing LIN's 'Putting Older People in the South West' report forward, in order to have housing and support services which are fit for the future and in line with the rising aspirations of the next generation as set out in PSA 17 (promote greater independence and wellbeing in later life).
3. To support local authorities and their strategic partners to increase the quality and range of accommodation options for older people with mental health needs and learning disabilities, in line with the National Indicators which make up the housing-related priorities set out in PSA 16.

Section B: Project Detail

Project scope:

The overall aim is to support every LA area to have an informed plan for achieving better housing options for older and vulnerable people. The Housing Support Unit will help authorities to develop and implement strategies to:-

- Reduce the use of residential care by developing new extra care housing (ECH) or other specialist housing schemes

- Remodel and make better use of existing housing, ECH or sheltered stock, or residential homes
- Develop core and cluster provision
- Develop new models of housing support e.g. a “virtual” ECH model by investment in telecare and adaptations for people remaining in their own homes

Outcomes sought:

- Informed strategies for delivering better housing options for older people in the SW
- Increased choice, independence and wellbeing for older and vulnerable people in the SW
- Raised awareness of the need to plan strategically for the current and future needs of the ageing population

Measured through:

- Number of authorities with status reports and recommendations on the way forward to deliver improved housing options for older, vulnerable people.
- Performance against National Indicators measuring achievement of independence and choice in later life
- Reduced reliance and expenditure on residential care
- Evaluation of housing strategies across the region

Project Outputs:

The anticipated outputs expected from the service are:

- For each local authority supported to have in place strategies and business plans for transferring resources from existing residential and nursing provision, and underused warden supported accommodation to new models of extra care and supported housing, telecare or other identified options.
- For the overall usage of residential and nursing homes to reduce across the South West region, with a commensurate increase in the range and number of appropriate mainstream and specialist housing options and support services to meet the needs and aspirations of the region’s older and vulnerable people.
- For local authorities and their strategic partners to identify and take the key steps necessary to, at the very least, develop proposals for future provision of housing and care in their area (this could include the development of an ECH scheme for example).
- For local authorities and their partners to be in a position to prepare a bid for grant funding from the Homes and Communities Agency, and / or other sources of revenue and capital funding that can help to achieve PSA 16/17 targets.

Rationale for funding application:

Funding has been allocated to this project to provide the necessary capacity, support and challenge to LAs to deliver the outcomes sought. The project aligns well with the South West RIEP’s Housing Delivery Plan objectives.

Key milestones

Task	Output (s)	Milestone
Consult, refine and agree the HSU proposal, governance and funding	Agreed PID and funding	Sept 09
Map & record existing activity & the progress made by other agencies & LAs (regional & national). Aligned to SW Housing LIN work	Reference library and examples of best practice, tools and supporting contracts/agreements etc.	December 2009
Map existing & potential funding streams available	Current and potential funding available	Dec 09
Develop a simple core presentation to set out the key messages, context & the need for action.	Core presentation for use with members, SMT & other stakeholders	End Oct 09
Develop & agree methodology for prioritising LAs for support, referencing market survey responses	Agreed prioritisation of LAs for support	End Oct 09

Task	Output (s)	Milestone
Contact priority LAs and scope the support required, agree commitment and plan the detailed support and funding required	Schedule of visits (up to 5 LAs?), who take up the HSU support offer. Specifications for support & funding required	Nov/Dec 09
Visit other SW LAs to baseline progress, good practice and learning.	Evaluation & challenge report on progress made, learning points identified	End March 2010
Procure required support for identified LAs	Call off list for support required	Dec 09
On site work with identified priority LAs	Delivery of support package specified	TBC
Evaluate progress and share lessons learnt regionally	Evaluation report and learning materials	TBC

Summary of the benefits:

- Benchmarking of SW LA progress on commissioning of housing provision for older, vulnerable people. Linked to work on delivery of 'Total Place'.
- Library of good practice, learning and accompanying documentation
- Up to 5 LAs with agreed plan/strategy for delivering better housing options for older, vulnerable people
- Reductions in use of residential care and reallocation of funding to preventative lower cost provision (or efficiency savings)
- Increased awareness of the issues and options available to transform housing provision

Scalability/repeatability:

The tools identified, developed and utilised will be available to all SW LAs via the LIN. The project could involve utilising funding to look at commissioning better housing options for older people in context of health, housing and social care interactions and pathways as part of the Total Place work funded by the RIEP. Particularly as some sub regional TP work will major on the efficiencies that can be driven between health, housing and social care.

Sustaining the change:

The prioritisation of LAs for support and the benchmarking of SW progress will provide the basis from which delivery against the Transformation of Adult Social Care milestones* can be judged. Progress will be assessed by the broader work of the JIP in overseeing SW progress against these milestones.

Section C: Resources and Governance

Summary of Costs:

£150k has been allocated to the project which to be utilised in the following manner:

Task	Who	Amount
Project management costs including mapping of activity, funding and recording progress across SW. Establishing library of supporting documents and good practice	SW Housing LIN	
Scoping work with SW LAs, specification of support and funding required	SW Housing LIN James Cawley (Wiltshire Council)	
Delivery of specific support identified	Consultancy support via call off list	
Evaluation and dissemination of learning	SW Housing LIN	

Summary of Funding:

The funding from partners is summarised above. LA contributions to the scheme of work will be negotiated at the time the project specification is agreed.

Project Team (responsibilities and lines of authority):

- The work of the HSU will be delivered by a Project Team comprised of
 - A JIP/ADASS Project lead (James Cawley, Wiltshire Council) working approx 25 days per annum (pro rata monthly)
 - The South West Regional Lead for the Housing LIN (Pat Palmer) and programme support who would be commissioned for 150 days (approx 3 days per week)
 - An additional team of consultants and IPC staff who would between them provide a skills matrix across housing, health and social care, and who would be employed under 'call off' arrangements according to the nature of the work identified by the project team in consultation with individual authorities.
- In addition, the project will link and co-ordinate with the existing JIP funded learning sets commissioned from IPC to promote the development of more integrated approaches to housing, care and support in the region.

Governance

The Housing Support Unit will be governed by a task and finish Steering Group to be established consisting of representation from ADASS, SW RIEP (Housing Delivery Plan Project Group), Deputy Regional Director for Social Care (DH SW), GOSW and the SW Housing LIN

Section D: Risk Assessment and Exit Strategy

Key Risks	Mitigation	Status
Engaging high level commitment and buy-in regionally and locally	Communications strategy and presentation to key members and other stakeholders. ADASS sponsorship and engagement with project. Work with regional stakeholders - GOSW and HCA	Amber
Scoping work, capacity and timescale	Review early market survey returns. Identification of priority LAs, work through the list until willing partners identified.	Amber
Transparency over allocation of resources and priority for support	Agree methodology and priority listing with Steering Group members	Amber/Green
Practical delivery of the work, uncertainty over what this looks like, procurement difficulties	Investigate existing call off lists that might be able to be used - RIEP, Regional Housing Group, HCA?	Amber Green
Timescale for spending resources allocated	Investigate timeframe and carry forward arrangements	Green