

## Arrangements for tenant related support services

### SUMMARY

- 1.1 In 2012/13 Derby City Council took the decision to redirect the allocation of Supporting People funding. A consequence of this redirection has been the loss of funding for Derby Homes Supported Living Service (£870K as at 2011/12), which significantly funded support for older people living in designated council owned properties and our Tenancy Support Team.
- 1.2 This report outlines the detail of the newly introduced Intensive Housing Management Model which aims to provide replacement support services for council tenants through a more targeted service for customers, based on need, which supports high levels of tenancy sustainability, and is financially viable. The remodelled service will harness a new partnership and deliver joint outcomes for the social care/health & housing agenda.

### RECOMMENDATION

- 2.1 To inform members on the work that Derby Homes is doing to support tenants through the Intensive Housing Management model.
- 2.2 To allow members of the board an opportunity to discuss and comment on the Derby Homes Intensive Housing Management model.

### REASONS FOR RECOMMENDATION

- 3.1 The PHL Board requested a report on the support services being provided to council tenants in the absence of Supported People funding and therefore the Derby Homes Supported Living Service.

### SUPPORTING INFORMATION

- 4.1 For 2013/14 the Supported Living Service (which now incorporated part of the previous Tenancy Support team) was budgeted to cost £608,627 and was funded from HRA reserves (£250,000) and Derby Homes reserves (£250,000, with the balance from the base Derby Homes revenue budget.

- 4.2 Derby Homes subsequently investigated options for delivering a new service which would meet the needs of elderly and vulnerable tenants and ensure that the ability to sustain tenancies would not be compromised.
- 4.3 Following an internal review, it is proposed to cease the delivery of Supported Living Service in its current form, and to implement an Intensive Housing Management Service, providing time limited floating support, based on current and emerging need. It is proposed that this service will be integrated into the existing housing management model, and delivered at a local office level. It is proposed that access to the service will be based on need, and will be an available resource for all tenants, regardless of age. Customers currently in receipt of the Supported Living Service will be spoken to individually, and will receive a letter to confirm the changes.
- 4.4 The overall aim of the Intensive Housing Management model is to provide a more targeted service for customers, based on need, which supports high levels of tenancy sustainability, and is financially viable. The remodelled service will harness a new partnership and deliver joint outcomes for the social care/health & housing agenda.
- 4.5 This integration will reduce supervisory expenditure and develop multi skilled front line staff, creating further efficiencies from April 2014. Ongoing total costs of the service are estimated at £500,000 in 2014/15, reducing to £400,000 in 2015/16. This represents a 60% reduction in funding from 2010/11 which has been achieved through a remodelling of the service and a move away from specialist provision to integrated generic housing management. It is proposed that the the HRA subsidy of £250,000 is reduced to £200,000 from 2014/15 onwards. The balance of funding will be covered within Derby Homes.
- 4.6 **Pilot scheme**  
A pilot scheme has been introduced at the Sussex Circus Housing office, which will run between October 2013 and December 2013. This will inform the wider integration of the Integrated Housing Management model.
- 4.7 During the pilot, call equipment which supports independent living for older people will continue to be delivered by Carelink and supported by our complimentary service. Befriending opportunities for older people will also be explored with Derby City Council, through their Local Area Coordinators pilot. Derby Homes will also explore voluntary sector opportunities to strengthen befriending services for those in need.
- 4.8 Needs assessments, based on revised assessment tool, have already been carried out with existing older tenants. As 14th August 2013, 580 older customers were assessed as requiring floating support. Where assessed as eligible, support is intended to be short term (3 months) however this will be reviewed to ensure service users are not without relevant support.
- 4.9 The Intensive Housing Management service will implement needs led support plans, which will be outcome focussed and have clear objectives. Performance will be monitored within Derby Homes performance management framework. The Tenancy

Sustainment Team will continue at this time to provide a chargeable support service for introductory tenants who have been assessed as requiring support and who are eligible for Housing Benefit funding of the associated service charge.

<b>OTHER OPTIONS CONSIDERED</b>
---------------------------------

- 5.1 An investigation into stopping the service completely was found to be financially unviable. Therefore in view of the overwhelming financial sense that continuing with the service makes, stopping the service completely has been discounted.

**This report has been approved by the following officers:**

<b>Legal officer</b> <b>Financial officer</b> <b>Human Resources officer</b> <b>Estates/Property officer</b> <b>Service Director(s)</b> <b>Other(s)</b>	      Maria Murphy, Acting Chief Executive, Derby Homes
<b>For more information contact:</b> <b>Background papers:</b> <b>List of appendices:</b>	David Enticott 01332 888523 David.Enticott@derbyhomes.org None Appendix 1 – Implications

<b>IMPLICATIONS</b>
---------------------

**Financial and Value for Money**

- 1.1 For 2013/14 the Supported Living Service (which incorporated part of the previous Tenancy Support team) was budgeted to cost £608,627. Funded from HRA reserves (£250,000) and Derby Homes reserves (£250,000) and the balance from base Derby Homes revenue budget.
- 1.2 Ongoing total costs of the service are estimated at £500,000 in 2014/15, reducing to £400,000 in 2015/16. It is proposed that the a HRA subsidy of £250,000 is reduced to £200,000 from 2014/15 onwards. The balance of funding will be covered within Derby Homes.
- 1.3 The financial implications of this model are a matter which requires the approval of the Council due to the requirement for ongoing subsidy from the Housing Revenue Account (HRA). Approval will be sought firstly through the Strategic Partnership Board in September 2013 and then at a meeting of Cabinet in January 2014.

**Legal**

- 2.1 The anticipated savings identified in this report are confidential.
- 2.2 Identified savings are subject to a Delegated Powers report and associated formal consultation.
- 2.3 Ongoing subsidy at the identified levels for 2014/15 and 2015/16 is subject to formal approval by Derby Homes board and Derby City Council Cabinet.

**Personnel**

- 3.1 Structural changes will be dealt with through a delegated powers report and will be subject to the usual trade union and affected staff consultation.
- 3.2 The service is currently budgeted for 22 fte's and will reduce down to 14 fte's. There are currently 4 fte posts that are vacant and will be deleted. The remaining 4 posts are at risk and are to be deleted by the end of 2014/15.

**Equalities Impact**

- 4.1 None

**Health and Safety**

- 5.1 None

**Environmental Sustainability**

6.1 None

## **Property and Asset Management**

7.1 None

## **Risk Management**

- 8.1 The key risk is the rejection of future HRA/Derby Homes subsidy for an Intensive Housing Management model.
- 8.2 Without supporting our most vulnerable tenants to sustain their tenancies during crisis periods, we risk increases in rent arrears, increases in tenancy failures and a potential negative effect on the numbers of void properties with linked increases in void turnaround times. These risks would be impossible to quantify, but remain high.
- 8.3 There is also a minimal risk that the revised staffing structures will be challenged. Monthly team meetings with the Supported Living team are taking place to reinforce the vision and benefits of the Intensive Housing Management.

## **Corporate objectives and priorities for change**

- 9.1 This work contributes to the Council's key outcome of good health and well-being and developing good quality services that meet local needs.