

birmingham

supporting**people**

strategy update 2007 – 2010

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Foreword

As commissioning body chair, I am delighted to present the revision of the Birmingham Supporting People Five Year Strategy. Much progress has been made recently in developing the programme and this document sets out the plans to make further progress and to deliver a vibrant and robust Supporting People initiative for the city.

I remain committed to working with our partners locally, regionally and nationally to deliver service improvements to realise our main objective: to offer best quality, bespoke housing related support to vulnerable adults living in our communities, that meets their specific needs and thus enables them to live at an optimum level of independence.

Resources will continue to be managed effectively and within budget; a reconfiguration of the current provision is underway and appropriate commissioning will be undertaken now that the needs analysis project work is complete. Initially, this may create anxieties for service providers particularly in relation to the development of new skills and capabilities around the commissioning and procurement of services. But Birmingham Supporting People undertakes to maintain the richness and diversity of its service provision ensuring that service users continue to receive the best possible support across the

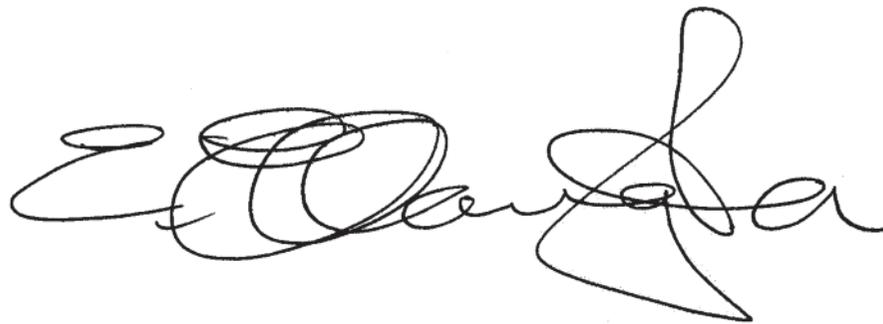
spectrum of need in relation to housing, health, finance, community safety and accessing services.

This strategy revision describes the way in which the landscape has changed since the inception of the programme in 2003. It sets out the route by which we intend to realise our ambition of becoming a three star service by 2008 and includes details of how we will deliver on:

- the vision for the programme
- service user involvement
- effective resource management
- continually improving performance
- the future commissioning of services
- an annual review of service delivery and strategic progress.

Sound strategic partnership, planning and management are key to the delivery of improved services as are service users' contributions. The proposed introduction of a Citizens' Panel for example, is one of the exciting new ways we are developing to engage with existing or potential service users. I look forward to the contribution the Panel will make in

changing the approach to the planning and delivery of services alongside that of our many other partner stakeholders.

A handwritten signature in black ink, appearing to read 'Elaine Elkington', written in a cursive style.

Elaine Elkington
Acting Strategic Director for Housing and Constituencies
Chair of the Supporting People Commissioning Body



1.0 EXECUTIVE SUMMARY

- 1.1** This is the first revision of Birmingham's Supporting People Five Year Strategy. Its aim is to build on the work already undertaken and develops the vision for the programme based on the results of the needs analysis work and the information and knowledge collected since 2003 via the service review process, joint impact assessment, value for money exercises and the quarterly performance returns.
- 1.2** The Shadow and Five Year Strategies will act as a baseline for measuring achievements and set the context for any programme delivery redesign over the next three years.
- 1.3** Supporting People funded services provide housing related support to a range of vulnerable people enabling them to gain and maintain optimum independence while acting as a preventative measure to help them avoid, for example, homelessness, entry into institutional care, clinical services or the criminal justice system.
- 1.4** Birmingham's Supporting People programme, as a direct result of the size of the local authority area, is the largest in the country. Birmingham City Council manages the programme in its capacity as Administering Authority on behalf of the Commissioning Body partners from Housing, Health, Adults and Communities and West Midlands Probation.
- 1.5** The strategy revision has been a major piece of work over the last nine months. An extensive needs analysis exercise has been undertaken, as has consultation with a wide-ranging and diverse group of stakeholders. While it does not provide a blueprint for the optimum provision in future, it informs the strategic direction of the programme together with other market intelligence available to the council.
- 1.6** This strategy review will re-examine the programme's strategic priorities to ensure they contribute to wider partnership objectives and ensure funds are targeted to those clients in greatest need. It will also inform future commissioning decisions.
- 1.7** The Vision Statement has been revisited to ensure its relevance and that it continues to underpin the ethos of the programme in Birmingham, reflecting the corporate vision for Supporting People.

'Providing vulnerable people with quality opportunities to move towards, maintain, or regain, their independence via the provision of high quality, value for money housing-related support services'

The Vision in a Regional Context

- 1.8** Birmingham's Supporting People vision links to the Regional Housing Strategy and the Regional Supporting People Strategy and in particular to urban renaissance, pathways of housing choice and sustainable housing and communities.
- 1.9** The Birmingham Supporting People vision will be achieved as part of a wider collaborative framework at regional and regional market levels. Most recently, improved cross authority arrangements have been cemented with Birmingham taking an active part in the West Midlands Regional Supporting People Group and the Executive Group where consistency of approach and cross boundary themes feature strongly. The Cross Authority Group has been resurrected with Birmingham's supporting people lead officer as chair.
- 1.10** Birmingham has driven the establishment of a regional coordinator post to facilitate better cross boundary working and plays a significant role in the Regional Positive Practice Showcase to be held in January 2008.
- 1.11** Birmingham is a member of the recently formed Cross Authority Commissioning Group where opportunities for joint commissioning and contracting are to be identified.
- 1.12** For both commissioners and providers of services, this cross boundary approach will present administrative

challenges, but ultimately will enable smarter purchasing and monitoring arrangements.

- 1.13** For those client groups best served at a regional level and for providers of specialist services, this will enable flexibility of service provision and reduce bureaucracy. It also signifies the arrival of new business opportunities and more inventive, innovative ways of working.
- 1.14** Most recently, Birmingham has been instrumental in developing a peer review group where consistency of approach and moderation of decisions are two key areas of work.

The Vision in a Local Context

- 1.15** Central to the vision is the prevention agenda that Supporting People promotes locally. Offering 'person centred' services, clients are assisted in achieving their optimum level of independence irrespective of tenure or length of stay in a scheme.
- 1.16** This emphasis on preventative work is a core value that underpins the programme and has had a profound effect on meeting the needs of vulnerable people.
- 1.17** The initial and continuing strategic vision for Birmingham has been continually endorsed by the Commissioning Body whose view is that the programme must strive to achieve excellence through value for money, high quality

services with service users views and aspirations being sought at every stage.

- 1.18** The Core Strategy Group supports and underpins this view, issuing a statement in November 2006 confirming their commitment to deliver the programme long term from a diverse market base. Continuity and stability in the supported housing sector is key, as is a commitment to develop new business opportunities and ensure fair and equitable access to the tender process.
- 1.19** Careful monitoring and prudent financial management has resulted in the programme not only operating within budget but for the first time since the programme's inception being able to award an inflationary uplift to providers in 2006 and create headroom for investment for the remainder of the life of the strategy.
- 1.20** A value for money exercise was undertaken in the latter part of 2006 resulting in a closer examination of contract prices. This has not only generated savings in addition to those secured through the joint impact assessment, but also helped identify providers who were historically under funded. Rescue packages have been considered for services deemed strategically critical who had been operating at a loss or were in serious risk of facing closure.
- 1.21** To further embed the theme of performance management, a second round of service reviews has been undertaken with a focus on continuous improvement and value for money. Supplementary objectives have been introduced to the Quality Assessment Framework and the process itself has been revisited and peer reviewed.
- 1.22** In addition, a Performance Panel meets quarterly to review workbook information as submitted by providers.
- 1.23** All steady state contracts and service level agreements are in place where appropriate and a number of providers have assisted in the piloting of outcomes measures (either the regional or national model) with the first set of data made available in August 2007. Following evaluation of these models, Birmingham has opted to endorse the West Midlands Regional Model as it better enables the tracking of progress throughout the time a service user is engaged with the programme and evidences the programme's contribution to the Local Area Agreement targets.

2.0 ACHIEVEMENTS TO DATE

- 2.1** The last nine months has seen a period of intense planning activity post and pre Audit Commission inspections. The Business Plan, Service Delivery Plan, Service Improvement Plan and a self assessment against the revised KLOEs to develop the 3-star action plan have laid the foundations for performance management and target improvement.
- 2.2** The Supporting People Team has a good understanding of corporate direction and how individual and team activity contributes to overall progress. The recent introduction of the BEST process has also allowed for some introspection and a reassessment of delivery so that it is coherent and more effective. The team now has a sense of collective purpose and a better understanding of how to appropriately order competing priorities.
- 2.3** Performance monitoring of individual and team targets as well as the success of the programme from a service user perspective helps to evidence the difference Supporting People makes to peoples' lives and the community at large.
- 2.4** It has helped to promote change to systems and processes within the team, not least the service reviews with the second round having begun with a focus on those deemed high cost and/or high risk.
- 2.5** There is a renewed understanding of what is meant by value for money (VFM) and the closer examination of costs through the VFM exercise and the joint impact assessment has lead to further realignment and redevelopment of schemes that now provide added value.
- 2.6** Financial management of the programme and operating systems are robust with a reconciliation process back to the corporate accounting system.
- 2.7** Providers are paid in a timely and accurate manner.
- 2.8** Careful monitoring and prudent financial management has resulted in the programme now operating within budget and for the first time since the programme's inception an inflationary uplift was awarded to providers in 2006.
- 2.9** A predicted surplus at the end of the 2006/07 financial year has, for the first time, allowed consideration of the development of new services to address some of the gaps in provision as identified in earlier strategies.
- 2.10** The needs analysis conducted throughout the latter part of 2006 and the first quarter of 2007 indicates a need to increase most areas of provision.

- 2.11** The most significant change required will be in the older peoples' sector but this is scheduled to be part of a wider strategic review incorporating preventive assistive technology and community alarms.
- 2.12** Overall, estimates suggest there should be a large-scale expansion of floating support and other non-accommodation based services and a contraction of accommodation based services.
- 2.13** After older people, the next most significant change is recommended to take place in the learning disability sector and this will be the first area to undergo a strategic review in conjunction with service providers and service users.
- 2.14** In addition, the following list provides an example of some of the developments or improvements that have taken place in the last twelve months:
- Service review process has been revised and published.
 - Second round of service reviews has started placing a focus on continuous improvement and value for money.
 - Supplementary objectives have been introduced into the quality assessment framework to further evidence continuous improvement.
 - Service review report format is more informative.

- Grant spend is within budget allocation.
- Value for money and post review follow up exercises have been conducted both of which realised efficiencies within the programme.
- Two per cent inflationary increase awarded to providers.
- A needs analysis for the programme was completed in March (full report shown at appendix two) and a Vision Development Day was held attended by key commissioners and partners.
- Governance arrangements have been strengthened with the introduction of a Core Strategy Group, Provider Chairs Forum and Citizens Panel.

Achievements to Date – Conclusions

- 2.15** Whilst there are still areas identified for improvement and not all groups have had their needs totally addressed at the same pace, there is clear evidence that most groups identified have experienced positive change and case studies reflecting this have been produced and can be viewed on our website.
- 2.16** Service providers confirm for example, that the Supporting People service review process has helped identify positive practice and driven up the quality of service delivery.

2.17 Improvement planning or reconfiguration has taken place following service reviews and this has released additional financial resources that will help address gaps in provision.

2.18 Coupled with the revised governance and programme management arrangements, it is this background of tangible achievements that sets the agenda for the future direction of the programme ensuring strategic ambition is turned into partnership working and new service delivery.

3.0 FUTURE DIRECTION OF LOCAL SERVICES

3.1 2005 – 2010 is a critical period of development of the Supporting People programme that is still in its infancy. It will see a transition from the historical collection of legacy services brought under the Supporting People umbrella via the Golden and Platinum Cuts back in 2002 – 03 into a more clearly defined programme underpinning person centred planning, preventative service provision, service user involvement and outcome focused performance and contract management.

3.2 The good practice developed as part of the Value Improvement Projects (a Communities and Local Government lead initiative) around quality assessment, market testing, capacity building and procurement, provide a blueprint to be overlaid on other public services to achieve efficiencies and drive up quality standards whilst delivering added value.

3.3 The objective of this strategy review is to determine short, medium and long term objectives for the programme. The transition will need to be planned incrementally to prevent destabilising the local market and allow time for full and frank consultation with providers, service users, potential service users and the wider community.

- 3.4** Commissioning priorities are set out at 5.11 as are the related investment implications and these will act as the reference framework for each proposal, coupled with the strategic reviews, specifications and tendering process developed with help and assistance from the corporate procurement team.
- 3.5** Service users and providers will be involved in each step of the service planning and development process.
- 3.6** The process of transition will be difficult and challenging and the Commissioning Body's vision for change must be widely publicised and understood. The processes undertaken must stand up to scrutiny and ensure transparency and equity to all parties. The Commissioning Body will have its sights set on the eventual benefits to be realised even when service re-alignments can mean short or even medium-term capacity reduction in some key areas.
- 3.7** The process of transition requires:
- Clear strategic priorities owned by all commissioning partners
 - Commitment to embrace change
 - Consensus on the type of services required to fulfil the preventative agenda
 - Communication of the long-term benefits of this revision of direction to all stakeholders.
- 3.8** The strategic direction of Birmingham's Supporting People Services over the next three years can be summarised thus:
- A continuing focus on:*
- Greater flexibility to respond to changing client needs.
 - Preventative services demonstrating their important contribution towards reducing or slowing down increases in homelessness, re-offending or admission to institutional care.
 - The provision of move-on accommodation to complete the cycle from vulnerability to independence ensuring short-term transitional services do not ossify.
 - Ensuring that longer term provision is fully dovetailed into the wider service provision of the health and social care agendas.
 - Ensuring that a future commissioning and contracting environment is based on a well understood set of principles and objectives with an equally transparent and well understood set of outcome measures which encourage continuous improvement and track the "distance travelled" by service users.
 - Equality of access including tenure, location, gender, ethnicity or culture, physical or mental capability and financial capacity.
 - Cross border working where economies of scale can be identified, particularly for mobile groups where there are clear gaps in provision.

- Identifying sources of additional and joint funding to address needs of clients who fall into the low to moderate need categories of the Fair Access to Care Services banding and for whom little or no provision is currently available.
- Inverting the triangle of spend so that more investment is ploughed into preventative services enabling better access to services for more people with low to medium level needs which, over time, may reduce the call on the more expensive clinical and acute services.

A new approach to:

- Rationalising the referral framework and speeding up the allocation process offering services to the widest range of clients who in turn, will receive appropriate help and support or placement into the most appropriate services.

A renewed emphasis on:

- Ensuring existing and emerging gaps in provision are addressed.

3.9 Supporting People in Birmingham must ensure that the capacity exists and is mature enough to respond to both currently recognised areas of need and those that may develop over the next five to ten years.

3.10 Particular emphasis will need to be focused on those groups deemed hard to reach such as people with drug problems, challenging and complex behaviour, multiple

and complex needs and those groups where culturally specific service issues are important.

3.11 The reiterative nature of the needs analysis model developed will allow for the ongoing collection of relevant data to inform future work.

4.0 RELATED INVESTMENT IMPLICATIONS

- 4.1** The review of current provision shows that currently the Supporting People programme in Birmingham operates 543 schemes via 191 contracts operated by more than 140 providers, and delivers support to around 31,000 people a year. Birmingham has the largest Supporting People programme in the country, the size of our programme reflecting the size of the local authority area.
- 4.2** This review highlights that whilst there has been some service realignment, most of our services are accommodation-based and there remains a considerable imbalance within the current supply map, with some client groups having much more provision available to them than others. (See appendix one)
- 4.3** Although previous problems with spend exceeding budget allocation have been resolved, it is time to conduct a further examination of whether the allocation of funding across the client groups is appropriate and this work will begin with a series of strategic reviews by client group sector.
- 4.4** The most recent publication from Communities and Local Government shows a slight increase in Birmingham's budget allocation from £51.3 million to £51.9 million.
- 4.5** Given the ongoing concerns about Supporting People funding levels generally, the current comprehensive spending review and the required Gershon efficiencies, maintaining current levels of supply seems the safest bet especially if the development of a contingency fund is the preferred option of the Commissioning Body.
- 4.6** However, whilst not the safest, the best bet is to examine the current profile of the programme and compare it to that of an ideal. A compromise can then be achieved within the given financial envelope that best serves the desires and aspirations of the greatest number of vulnerable people.
- 4.7** Birmingham has already reduced its £5 million overspend at the worst position to within budget, affording to award a two per cent inflationary increase to providers for 2006/07.
- 4.8** Coupled with the efficiencies now secured through the joint impact assessment, value for money exercise, ongoing improvement planning and post review contract negotiation, savings realised amount to approximately 18 per cent of the overall budget.
- 4.9** However, despite securing these efficiencies,

development of new business will be approached with caution and the Core Strategy Group, the Citizens' Panel will consider all proposals in detail before making recommendations for consideration and ratification by the Commissioning Body.

- 4.10** The development of a nationally adopted benchmarking tool for commissioners will assist this process enormously when trying to gauge whether the price of a service represents good value having considered the type and quality of the service provision.

Pat Merrick

Supporting People Lead Officer

3 January 2007

5.0 FIVE YEAR STRATEGY UPDATE

- 5.1** This section looks at some of the statements in the Five Year Strategy and examines progress made or the changed current position. This section provides a clear statement of intent regarding commissioning priorities for the remainder of the strategy period up to 2010 and outlines opportunities for business development and improvement.

5.2 Overall Visions and Aims – Progress to Date:

- The priorities identified in the Five Year Strategy for the restructuring of support services were related to the headline review findings following the examination of the current position as at 2004. These priorities can be sub-divided into four categories and summarised as follows:

Strategy ref.	Priority Detail	Update
PROVISION REALIGNMENT		
Page five	Reduce provision for some client groups such as the single homeless	Detail shown in the service specific objectives table that follows.
Page five	Increase provision for some groups, notably people with learning disabilities and homeless families	Detail shown in the service specific objectives table that follows.
Page five	Restructure the sectors related to refugees, people with mental health problems, people with alcohol problems and young people at risk to provide less accommodation-based provision and more floating support provision.	Detail shown in the service specific objectives table that follows.
Page five	Restructure the older persons' sectors to reduce the level of traditional sheltered housing and increase the amount of floating support and extra care based provision.	Detail shown in the service specific objectives table that follows.
Page 73	Address the considerable imbalances in the current supply maps for different client groups with some overprovided for and others with very limited provision	This will be addressed in the commissioning plan.
Page five	Scrutinise further the sectors of apparent oversupply with a view to identifying potential service reductions	This will be addressed in the commissioning plan.

Strategy ref.	Priority Detail	Update
Page five	Commission new services as funding becomes available to meet the identified gaps in the supply map.	This will be addressed in the commissioning plan.
Page 76	Commission services to meet the service gaps identified within the proposed Supporting People strategy	This will be addressed in the commissioning plan.
EFFICIENCY GAINS/FINANCIAL		
Page five	Work with providers to identify changes to services that will increase efficiency, capacity and strategic relevance.	The service reviews, Joint impact assessment (JIA) and VFM exercises produced efficiencies in this area.
Page 73	Address the current over-spend within the Supporting People programme to create a balanced budget	Budget is now under control with a surplus reported for the 06/07 year end.
Page 73	Integrate value for money (VFM) into the current programme	VFM criteria document agreed by CB June 2006. VFM exercise undertaken and completed December 2006. Latest reviews have focus on VFM.
Page 73	Undertake Joint Impact Assessments	Exercise completed 2005.

Strategy ref.	Priority Detail	Update
Page 74	Review the outcomes of joint impact assessment and secure further changes to the supply map as required	Joint impact assessment resulted in cashable and non-cashable efficiencies which ultimately impacted on the supply map.
Page 74	Target high cost, poor quality services with reference to sectors of high relative provision	VFM exercise has produced better comparator model. Latest round of reviews revisits high cost/high risk services first.
Page 73	Increase the strategic relevance and corporate ownership of our Supporting People programme and the services provided by it.	Governance is now much improved. Regular CB and Core Strategy Group (CSG) meetings with roles distinguished. Quarterly meetings with Chief Exec.
Page 77	Develop and Implement a value for money framework.	VFM criteria document agreed by CB June 2006. VFM exercise completed December 2006. Latest reviews have focus on VFM.
OPERATIONAL		
Page 76	Complete the programme of service reviews for inherited schemes	Completed on time. Second round begun with addition of Quality Assessment Framework (QAF) supplementary objectives.
Page 79	Provide access to move on accommodation	Revision of allocations policy is first step. Move On strategy to be produced in conjunction with attendees at July conference to address the issue on a regional basis. Specific piece of work with offender sector.

Strategy ref.	Priority Detail	Update
Page 79	Maintain good working relationships with service providers	Regular Supporting People attendance at mini-fora. Supporting People Lead Officer has visited most and attends Provider Chairs forum. Provider rep. attends CSG.
Page 79	Increase the amount of service user involvement	Citizens' Panel now in operation and regular service user representation at CSG and CB. Lay assessor recruitment day held in July with 30 people signing up to undertake the accredited course at Fircroft college. Lay assessors' contribution is now integral to service reviews and a section is incorporated into the final report.
GOVERNANCE		
Page 80	Develop the corporate nature of the Supporting People programme	Regular CB and CSG meetings with roles distinguished. Quarterly meetings with Chief Exec. Further joint strategic commissioning work to be undertaken in 2008.

5.3 Service specific objectives – progress to date:

The service specific priorities identified in the Five Year Strategy were divided into the client groupings. The following chart shows the priorities for action included in the Five Year Strategy (2005 – 2010) and what progress has been made to date in achieving those priorities:

Service Specific Objectives Plan

Client Group	Strategy Priorities for action	Progress to date	Future action required
Single homeless with a support need	<p>Page 35</p> <ul style="list-style-type: none"> ■ Reduce the overall level of provision for the single homeless by 50 per cent ■ Maintain women only provision at current levels ■ Reduce the average length of stay in services to three months ■ Improve the accessibility of services to groups of strategic significance – the priority homeless and rough sleepers ■ Develop the role of the sector as one of short stay assessment and referral 	<p>Reduced by 33.5 per cent 654 units decommissioned.</p> <p>Maintained</p> <p>For single homeless there has been a 14 per cent reduction in the length of stay of service users as recorded on the quarterly returns.</p> <p>Home Options service now delivered in all local neighbourhoods – key successes include homeless prevention and repeat homeless performance.</p> <p>Improvements in moving clients through services can be evidenced via the quarterly workbooks and new targets set can be agreed with providers for the coming year.</p>	<p>Consideration further reduction/ reconfiguration</p> <p>Identified women’s service to be reconfigured. Another project to be reinstated once reconfiguration agreed by CB.</p> <p>Continue to monitor and set target for further reduction.</p> <p>Development of the move on strategy will further assist this process.</p>

Client Group	Strategy Priorities for action	Progress to date	Future action required
Rough sleepers	Page 36 <ul style="list-style-type: none"> ■ Develop and implement an improved system for monitoring rough sleepers access to supported housing provision 	Established rough sleepers panel to track service users and outcomes for individual clients.	
Homeless families with support needs	Page 38 <ul style="list-style-type: none"> ■ Develop 200 additional units of accommodation-based support for homeless families ■ Clarify the nature of support provided by service providers and the needs profile of those in receipt of floating support based services. ■ Seek additional capital funding to improve the physical standards in city-run hostels. ■ Seek to reduce average length of support in temporary accommodation to three months 	<p>Reduced by 18.10 per cent 42 units decommissioned</p> <p>Needs analysis and subsequent consultation information to inform.</p> <p>£1.3 million additional capital secured 2007 – 09</p> <p>There has been a 17 per cent reduction in the amount of time spent in services as evidenced through the quarterly workbook returns.</p>	Needs to feature in commissioning plan reflecting needs analysis outcome.
Women at risk of domestic violence	Page 40 <ul style="list-style-type: none"> ■ Maintain current levels of service provision ■ Improve the value for money offered by the accommodation-based services by reducing the average unit cost 	<p>Reduced by 12.79 per cent 39 units decommissioned</p> <p>Average unit cost has decreased due to savings offered via the Joint impact assessment exercise.</p>	<p>One service decommissioned as considered too generic and not DV specific.</p> <p>Continue to investigate and/or reconfigure remaining high cost services via the review process</p>

Client Group	Strategy Priorities for action	Progress to date	Future action required
Women at risk of domestic violence, continued	<ul style="list-style-type: none"> ■ Ensure that partnership links are developed to enable dual need in relation to mental health is addressed ■ Redevelopment of schemes which currently include shared facilities 	<p>Regular meetings established between domestic violence service and Mental Health Trust Chief Executive. Birmingham Inter-Agency Domestic Violence Forum (BIADF) established.</p> <p>Domestic violence service (working in partnership with RSL) have been accepted on to the affordable housing programme to develop self-contained units.</p>	Work scheduled to start 01/07/07
Travellers	<p>Page 40</p> <ul style="list-style-type: none"> ■ Undertake research to map the local housing-related support needs of travellers to inform future commissioning priorities. 	Travellers project is now underway. Detail agreed at February 2007 Core Strategy Group (CSG) and CB.	Scheduled start date July 2007
People with alcohol problems	<p>Page 42</p> <ul style="list-style-type: none"> ■ Reduce the number of accommodation-based units by 200. ■ Convert some existing schemes to houses in multiple occupation via the removal of support contracts. ■ Develop an additional 200 units of floating support for people with substance misuse problems 	<p>Reduced by 51.74 per cent 164 units decommissioned</p> <p>Most decommissioned schemes have retained landlord function with support provision removed.</p> <p>Worked with named provider to increase number of floating support units in the city. Another support provider reconfigured accommodation based service to floating support resulting in an additional 50 units of support.</p>	Consider carry forward of this priority to reflect outcome of needs analysis.

Client Group	Strategy Priorities for action	Progress to date	Future action required
People with drug problems	<p>Page 43</p> <ul style="list-style-type: none"> ■ Ensure value for money within existing floating support provision. ■ Develop an additional 200 units of floating support for people with substance misuse problems ■ Explore the options for securing capital investment to develop a safe house for women exiting street prostitution and drugs in partnership with the Birmingham Drug Action Team. 	<p>Regular meetings established between domestic violence service and MHT Chief Executive. BIADVDF established.</p> <p>Domestic violence service (working in partnership with RSL) have been accepted on to the affordable housing programme to develop self-contained units.</p>	<p>Consider carry forward of this priority to reflect outcome of needs analysis.</p>
Refugees	<p>Page 44</p> <ul style="list-style-type: none"> ■ Significantly reduce the level of accommodation-based provision for refugees ■ Develop additional floating support for refugees to support the integration agenda. 	<p>Reduced by 47.73 per cent 463 units decommissioned with further decommissioning recommendations to be presented to May 2007 CSG. Potentially 80 per cent of provision could be decommissioned in total. However little impact reported by practitioners.</p> <p>To be carried forward.</p>	<p>Ensure future service requirements identify and address housing related support needs and not just the provision of accommodation.</p> <p>Consider carry forward of this priority to reflect outcome of needs analysis.</p>

Client Group	Strategy Priorities for action	Progress to date	Future action required
Refugees continued	<ul style="list-style-type: none"> ■ Reduce the average length of support from 20 months to six months. 	The decommissioning of services due to poor quality or underperformance has resulted in a seven per cent increase in the length of time spent in the services that remain. This is to be addressed via the commissioning plan.	Carry forward to commissioning plan.
Young People at Risk	<p>Page 46</p> <ul style="list-style-type: none"> ■ Maintain overall level of provision. ■ Reduce the number of accommodation-based units by a third and reinvest a proportion of the savings in the creation of a similar number of floating support units. ■ Develop models of floating support that can work across a range of tenures ■ Ensure that the developing floating support map has city-wide coverage. ■ Seek to reduce the average length of stay from 20 months to nine months. ■ Support the capital redevelopment of a number of existing outdated schemes. 	<p>Reduced by seven per cent 39 units decommissioned</p> <p>Service decommissioned. To be carried forward.</p> <p>All new developments are required to work cross tenure.</p> <p>This will be captured in future service specifications at the point of commissioning.</p> <p>There has been a reduction in the amount of time spent in services as evidenced through the quarterly workbook returns.</p> <p>Refurbishment of existing scheme underway.</p>	<p>Check requirements as determined by needs analysis.</p> <p>Consider carry forward of this priority to reflect outcome of needs analysis.</p>

Client Group	Strategy Priorities for action	Progress to date	Future action required
Young people leaving care	<p>Page 47</p> <ul style="list-style-type: none"> ■ Clarify the added value provided by services specifically designated for young care leavers with a view to ensuring value for money in accommodation-based provision. ■ Gain an improved understanding of the backgrounds of those accessing supported housing services for care leavers with a view to ensuring that the appropriate routes of access and linkages with Social Care and Health are maximised. 	<p>One unit decommissioned leaving only 25 active units of support.</p> <p>Work undertaken with the leaving care team. Joint reviews undertaken. Clear re-charging arrangement in place.</p>	<p>New service in development in conjunction with Youth Offending Service and Children and Families.</p>
Teenage parents	<p>Page 49</p> <ul style="list-style-type: none"> ■ Scrutinise the high unit costs associated with housing-related support services for teenage parents to ensure value for money ■ Address the balance between accommodation-based provision and floating support-based provision by altering the nature of 50 units. 	<p>Reduced by 19.57 per cent 18 units decommissioned. (high cost, ineligible service). Value for Money exercise informed this work.</p> <p>To be carried forward.</p>	<p>Consider carry forward of this priority to reflect outcome of needs analysis.</p>

Client Group	Strategy Priorities for action	Progress to date	Future action required
People with HIV/AIDS	<p>Page 50</p> <ul style="list-style-type: none"> ■ Maintain current provision levels ■ Collate information on 'hidden' unmet need to inform future strategies and investment plans 	<p>Reduced by 17.65 per cent 18 units decommissioned</p> <p>Needs analysis to inform.</p>	<p>Key Priorities as expressed by stakeholders:</p> <ol style="list-style-type: none"> 1. To ensure people living with HIV/AIDS continue to receive access to floating support services. 2. To meet the increased need for service provision within the area of HIV/AIDS 3. To maintain working towards positive outcomes, through expertise, service user involvement and quality service provision. <p>Consider carry forward of this priority to reflect outcome of needs analysis.</p>
Generic	<p>Page 52</p> <ul style="list-style-type: none"> ■ Reduce the level of generic floating support by 50 per cent ■ Explore the potential to reconfigure services to address the more specific gaps in floating support identified for other client groups ■ Promote an increasingly cross tenure approach to generic provision 	<p>Reduced by 50.35 per cent</p> <p>Potential reconfigure of a service currently out to consultation.</p> <p>Cross tenure approach is promoted for all provision.</p>	

Client Group	Strategy Priorities for action	Progress to date	Future action required
Ex-offenders and People at risk of re-offending	<p>Page 54</p> <ul style="list-style-type: none"> ■ Reduce the overall level of provision to address the high relative levels ■ Address the imbalance between accommodation-based services and floating support services ■ Reduce the average support length from three years to six to nine months ■ Review current unit prices to ensure that sufficient levels of service can be delivered to meet need 	<p>Reduced by 46.12 per cent 351 units decommissioned</p> <p>Several services decommissioned.</p> <p>There has been a 13 per cent reduction in the amount of time spent in services as evidenced through the quarterly workbook returns.</p> <p>Value for money work has informed.</p>	<p>Plan to increase floating support – consider needs analysis comments.</p>
Mentally disordered offenders	<p>Page 54</p> <ul style="list-style-type: none"> ■ Undertake work to research the housing-related support needs of mentally disordered offenders. 	<p>Carry forward.</p>	

Client Group	Strategy Priorities for action	Progress to date	Future action required
<p>People with mental health problems</p>	<p>Page 56</p> <ul style="list-style-type: none"> ■ Redress the imbalance between accommodation-based services and floating support based services by altering the nature of 250 units within the current supply map. ■ Maximise the strategic relevance of the mental health provision by ensuring that there are clear linkages with psychiatric services and that referral routes exist for those with co-ordinated care packages. ■ Develop improved partnerships for floating support delivery to enable dual need to be addressed in respect of homeless client groups, refugees, those with drug or alcohol problems and women at risk of domestic violence. 	<p>Reduced by 30.25 per cent 553 units decommissioned due to poor quality or underperformance.</p> <p>Linkages exist and those with co-ordinated care packages are referred.</p> <p>Development of cross authority service currently underway.</p>	<p>Key Priorities as expressed by stakeholders:</p> <ul style="list-style-type: none"> ■ Proper assessment of need for support of mental health users (direct assessment) ■ Need for joined up commissioning between Birmingham City Council, Health and Social Care including the joint commissioning of flexible specialist support services in order to ensure that we do not have gaps in the pathways for people. ■ Ensure appropriate gatekeeping and access to services. ■ Develop a sophisticated and shared understanding of local need which translates into an appropriate balance of accommodation and floating support services. ■ Develop a transition plan for service changes. ■ Clear understanding that is signed up by the relevant commissioners on what role Supporting People plays in mental health. <p>Carry forward.</p>

Client Group	Strategy Priorities for action	Progress to date	Future action required
<p>People with a learning disability</p>	<p>Page 57</p> <ul style="list-style-type: none"> ■ Develop an additional 400 units of floating support to enable people with a learning disability to access the full range of tenures. ■ Targeting of new provision towards those who are living with ageing carers or carers who are themselves in ill health to enable this priority group to be better supported. 	<p>Reduced by 16.55 per cent 119 units decommissioned</p> <p>Strategic review within the sector planned ahead of commissioning new services.</p>	<p>Note outcome of needs analysis and include in Commissioning Plan</p>

Client Group	Strategy Priorities for action	Progress to date	Future action required
Older people with support needs	<p>Page 61</p> <ul style="list-style-type: none"> ■ Reduce the amount of sheltered provision by 500 units, targeting poor quality unpopular schemes ■ Reinvest some savings into remaining provision to increase levels of support ■ Extend floating support provision through innovative remodelling of current services ■ Extend current monitoring systems to cover older people's provision 	<p>Reduced by 1.73 per cent 398 units decommissioned</p> <p>A recommendation has been upheld by the Commissioning Body to undertake a wider strategic review of the older peoples' sector generally where existing provision, proposed extra care housing schemes, PAT and community alarms will all be taken into consideration in the wider context when considering the commissioning of the best and most innovative model of cross tenure service delivery.</p> <p>Monitoring systems now include older people's provision.</p>	<p>Key Priorities as expressed by stakeholders:</p> <ul style="list-style-type: none"> ■ Offer choice. ■ Ensure 'person centred' means what it says. ■ Make sheltered schemes the hub for all older people in the local community. ■ Accommodation with support that is tailored to the individual's needs ■ To have a reliable and adequate funding stream to progress our work ■ Training initiatives for the housing managers similar to that in the care sector <p>Carry forward the requirement to commission research ahead of any commissioning and procurement activity. The result of the needs analysis and subsequent consultation exercises will also inform this development.</p>

Client Group	Strategy Priorities for action	Progress to date	Future action required
Frail elderly people	<p>Page 62</p> <ul style="list-style-type: none"> ■ Increase the level of extra care provision via remodelling existing enhanced sheltered schemes or via new developments, prioritising the north of the city. ■ Ensure that the needs of frail elderly are considered as part of the expansion of floating support services in the broader older persons' sector. ■ Gain an understanding of the factors underpinning the low turnover of units within the sector. 	<p>Reduced by 9.57 per cent 87 units decommissioned</p> <p>A recommendation has been upheld by the Commissioning Body to undertake a wider strategic review of the older peoples' sector generally where existing provision, proposed extra care housing schemes, PAT and community alarms will all be taken into consideration in the wider context when considering the commissioning of the best and most innovative model of cross tenure service delivery</p> <p>This is linked to traditional ways of working within the sector and not recognising when agreed objectives have been achieved and cases should be closed down and replaced by those in greater need. This can be addressed relatively easily by a change in recording practice.</p>	<p>Carry forward the requirement to commission research ahead of any commissioning and procurement activity. The result of the needs analysis and subsequent consultation exercises will also inform this development.</p>

Client Group	Strategy Priorities for action	Progress to date	Future action required
Older people with mental health problems/dementia	<p>Page 62</p> <ul style="list-style-type: none"> ■ Work alongside Health and Social Care and Health to determine the level of unmet need for housing related support services for this group. ■ Maintain a link with the broader older persons' sector. 	<p>A recommendation has been upheld by the Commissioning Body to undertake a wider strategic review of the older people's sector generally where existing provision, proposed extra care housing schemes, PAT and community alarms will all be taken into consideration in the wider context when considering the commissioning of the best and most innovative model of cross tenure service delivery</p>	<p>Key Priorities as expressed by stakeholders:</p> <ul style="list-style-type: none"> ■ Increase in the home support for older adults with mental health problems <p>Carry forward the requirement to commission research ahead of any commissioning and procurement activity. The result of the needs analysis and subsequent consultation exercises will also inform this development.</p>
			<p>Consider other emerging groups to be added to this list, such as:</p> <ul style="list-style-type: none"> ■ women with no recourse to public funds ■ Problem families ■ Young people seeking to exit gangs and associated crime ■ People with acquired brain injury ■ People with a gambling addiction ■ Ex-members of armed forces with a mental health problem.

Strategic Direction For the Next Three Years

Now that the Supporting People programme has begun to move away from its collection of diverse “legacy” services, Birmingham plans to identify funding for reconfiguration, reinvestment or the commissioning of new services.

- 5.4** The programme will begin to focus on maintaining a level of provision that is fit for purpose and demonstrates value for money whilst retaining its richness and diversity – a direct reflection of Birmingham’s multi-cultural population.
- 5.5** The Commissioning Body will revisit the vision for the programme in light of the recent needs analysis work carried out on behalf of the Supporting People team. This will inform future commissioning decisions and the setting of commissioning priorities.
- 5.6** Headline elements of the Five Year vision include:
- Increasing the flexibility of the service
 - Placing emphasis on prevention
 - Provision of more suitable move-on accommodation
 - Re-focus long-term provision
 - Revise the contracting basis
 - Improve equal access to services
 - Increase cross-border working
 - Co-ordinate the referral and assessment process

- Target new services to meet gaps in provision
- Identify sources of additional and joint funding
- Focus on outcomes for service users as a means of performance monitoring.

The Transition Process

- 5.7** It is proposed that the transition process taking the programme from its current to the preferred position will be undertaken in three phases. The first of these from 2004/06 is realised with the completion of the first round of service reviews.
- 5.8** This has enabled a realistic level of savings to be achieved, controlling the budget spend. There is also a better understanding of the schemes providing services that are eligible to be funded and operating at least the minimum quality standard. Owner-occupiers are also now able to access services.
- 5.9** The second or medium term phase (April 2006 – March 2008) will see the realisation of the reconfiguration of the current market as well as the beginning of joint commissioning of new Supporting People services.
- 5.10** This stage of transition will see (in no particular order of priority):

- The development of multi-disciplinary tenancy sustainment teams capable of supporting a range of people across the spectrum of vulnerability
- Agreeing cross authority priorities to achieve consistency of approach and reduce bureaucracy
- Increasing the capacity of floating support to cross tenure clients where contracted costs are related to hours of support and not a weekly unit value
- Clearer emphasis on preventative services and measurable outcomes for service users
- Targeting of services to those with greatest need (for example those at greatest risk of losing their tenancy or moving into institutional care or prison and so on)
- Improving the throughput of clients from short-term schemes into appropriate move on options with floating support as required
- Increased service user involvement with existing and potential clients involved in the planning and development of services, commissioning decisions, wider consultation and scheme review
- The adoption of a regionally developed benchmarking tool to ensure accurately priced, value for money services
- Increasing the choice and geographical spread of supported living options across the city so that clients do not have to fit themselves into available, often limited options

- The review of commissioning and retraction statements published in the Five Year strategy in light of the results of the needs analysis
- The development of single referral and assessment pathways so that clients are placed in the most appropriate service with availability.

5.11 The process of this transition requires:

- A clear set of strategic priorities and goals owned by all partner stakeholders against which difficult decisions concerning reconfiguration of provision can be made
- A commitment from all parties to embrace change
- Agreement on the type of service Birmingham wishes to purchase in order to fulfil the preventative agenda alongside statutory obligations
- An effective communication of the benefits of altering the strategic direction to all stakeholders and especially to service users and providers.

COMMISSIONING PRIORITIES	EVIDENCED BY
Strategic Relevance	Positive outcomes for service users which concur with the wider strategic agenda.
Meets value for money criteria	Falls within up-to-date parameters of national, regional and local quartiles or other pricing benchmark for example Warwickshire pricing toolkit or similar.
Meets performance and quality criteria	<p>Contract review and monitoring criteria. For example:</p> <ul style="list-style-type: none"> ■ information from the performance workbooks ■ minimum quality level C attained and working towards level A ■ accredited provider ■ positive outcomes for service users can be evidenced, as can a successful track record in the field.
Demonstrates capacity to deliver outcomes	National and regional outcomes pilots refer. Outcome measures incorporated into the contract will evidence “distance travelled” or maintenance of independence for service users.
Meets feasibility criteria	<p>New projects must evidence:</p> <ul style="list-style-type: none"> ■ Likelihood of capital funding for accommodation-based schemes ■ Availability of land and resources ■ Planning permission granted ■ Positive consultation with the wider community, existing and potential service users ■ A costed business case ■ Project is sustainable over the long-term (five+ years) ■ Alternative use for project (such as general needs housing) if reduction or withdrawal of funding or other quality issues impact on delivery ■ Meets the requirement of the preventative agenda <p>Selection will take place via competitive tendering.</p>

COMMISSIONING PRIORITIES	EVIDENCED BY
Accredited provider	Provider can demonstrate good to excellent track record in the field of delivery and/or has received accreditation from Supporting People or one of the passporting organisations. Provider has robust financial and organisational management systems.
Expands client choice	Improves the range of housing options available to service users including the option of remaining at home with support
Financial sustainability of the service	The service is sustainable over the long term. For example has potential for a mix of funding including self-paying and can access additional linked funding such as regeneration, Health and Adults & Communities
Flexibility of the service	Service can be adapted to meet changing client needs and aspirations. For example varying support levels over time or supporting clients with multiple needs via an appropriately funded integrated care and support package
Increasing partnership working and the delivery of integrated services	Supporting People to be a partner funder of services where a mix of care, support and/or housing management may be required especially for clients with longer term complex needs.

All of the above will be considered via service specifications at the point of either single or competitive tender contract award. Weightings will be allocated to individual items to ensure a balance of price and quality. (See value for money criteria document and the Commissioning Strategy).

Service Development Priorities

5.12 Areas for development where there is potential to access additional funding on a jointly commissioned basis:

- New and reconfigured services for older people including tenure neutral floating support service for older people with mental health problems and the further development of Extra Care Housing
- New and reconfigured services for people with learning disabilities
- New and reconfigured services for young people particularly those leaving care or to prevent detention in custody whilst awaiting sentence (developed in conjunction with Youth Offending Service)
- New and reconfigured services within the mental health sector ensuring funding eligibility and distinction of partner agency contributions
- Cross authority service for people with complex needs.

5.13 Areas for proposed development where a strategic review has not yet taken place and specific funding has not yet been identified:

- Supported living options for younger people with high functioning autism
- Expansion of floating support for people with hearing and visual impairment

- Accommodation and floating support service for offenders and ex-offenders with support beginning pre-release
- Cross tenure “Man with a van” community low cost repairs service (jobs with a capital cost of under £50) delivered via home improvement agencies.

5.14 All current services will be strategically reviewed on a client group basis to identify potential areas for added value and improved access and referral pathways. A preferred model is for a central point of referral and assessment with appropriate placement into schemes with citywide availability.

Delivered in conjunction with other statutory and non-statutory services, support will reduce over time as the client moves to optimum independence.

5.15 By March 2010, the Supporting People programme will be in a significantly different position to that of April 2003. The anticipated move to un-ring fence funding and incorporate it into Local Area Agreements (LAA) by 2009 will enable the alignment of funding and delivery of care, support and housing. It is important to engage with the new LAA agreements in order to ensure that critical targets around supported housing are embedded in the LAA priorities. In relation to young people for example, there may be opportunities to improve joint commissioning for a more holistic approach to

supporting young people through the Children and Young People theme although recognising the themes per se will disappear in 2009.

5.16 By the end of the final phase of transition (April 2008 – 2010), Birmingham's Supporting People programme will be characterised by:

- All services being jointly commissioned as appropriate and delivered through provider partnerships.
- Person-centred services offered to the client with no obvious distinctions between care and support provision.
- Clearly defined service specifications and measurable outcomes for service users.
- Services attached to the person and not an address.
- Service user involvement being central to core business planning activity.
- Long term services integrated into mainstream provision (for example Extra Care), giving a more distinct focus for Supporting People on time limited services and support to the less popular and under-funded groups.
- Emphasis on the prevention agenda which could include seamless transition to and from specialist clinical, psychiatric and rehabilitation services.
- Equal access to services defined by priority need

regardless of location, tenure, ethnicity or culture, physical or mental capability, financial capacity.

- Multiple funding sources including self-directed funding and personal contribution.
- Cross authority schemes for mobile client groups and spot purchasing for specialist provision where a regional priority has been identified but local demand fluctuates.

5.17 The benefits to be gained from this approach will include:

- Enabling Supporting People resources to be better targeted and prevention outcomes to be more clearly and accurately measured and evaluated.
- Maximising all available resources to allow more clients to receive a quality, person-centred services; and
- Bringing clarity to the funding and delivery boundaries between services to assist providers and commissioners alike while ensuring delivery is seamless from a service user perspective.

REMODELLING AND COMMISSIONING PROGRAMME 2007 – 2010

CLIENT GROUP	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10
Older people with support needs	<ul style="list-style-type: none"> Reduce the amount of sheltered provision by 500 units. 		<ul style="list-style-type: none"> Reinvest to increase levels of support by approx. 7900 units Reconfigure current provision and extend floating support. 		<ul style="list-style-type: none"> Advertise cross tenure provision to all older people available via a single access referral and prioritisation route. Implement newly commissioned small repairs service. Develop jointly commissioned services that provide person-centred multi-agency care/support provision 	
Frail elderly	<ul style="list-style-type: none"> Increase levels of extra care provision Examine reasons for low turnover of units in the sector. 		<ul style="list-style-type: none"> Include this client group in the expansion of support provision. 			
Older people with mental health problems			<ul style="list-style-type: none"> Commission specific research to determine level of unmet need and note recommended increase in provision as per needs analysis (included in figure for older people with support needs). 			
Physical and/or sensory disability		<ul style="list-style-type: none"> Build on the linkages with the adaptations programme. 	<ul style="list-style-type: none"> Diversify provision to meet diversity of need (for example mental health clients and refugees) Reduce overall unit costs. Develop additional 150 units of support. 	<ul style="list-style-type: none"> Develop supported living for acquired brain injury clients and young people with physical disabilities. 		
Learning disabilities			<ul style="list-style-type: none"> Develop additional 400 units of support. Target new provision to those with ageing carers or carers in ill health. 	<ul style="list-style-type: none"> Develop further supported living options in conjunction with Adults and Communities 		

REMODELLING AND COMMISSIONING PROGRAMME 2007 – 2010

CLIENT GROUP	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10
Mental health	<ul style="list-style-type: none"> Redress the imbalance between accommodation-based and floating support services. 		<ul style="list-style-type: none"> Determine clear links between psychiatric services and co-ordinate referral routes and the delivery of support/care packages. 		<ul style="list-style-type: none"> Develop 16 units of cross authority provision for people with complex needs Develop 300 units of floating support to reduce delayed hospital discharge paying particular attention to older people with dementia. 	
Ex-offenders	<ul style="list-style-type: none"> Reduce the overall level of provision. Address imbalance between accommodation-based and floating support schemes. Reduce average length of stay from three years to nine months. 		<ul style="list-style-type: none"> Investigate high unit prices Undertake research to identify the support needs of mentally disordered offenders. Remodel schemes where appropriate to deliver cross authority services. Develop services in conjunction with those for people with substance misuse and mental health issues. <p>Please note: Further qualify needs analysis statement as robustly challenged by sector.</p>			
People with alcohol problems	<ul style="list-style-type: none"> Reduce the number of accommodation-based units by 200. Convert some schemes to Houses in multiple occupation Ensure strategic relevance of remaining units. 		<ul style="list-style-type: none"> Develop an additional 130 units of support. 			

REMODELLING AND COMMISSIONING PROGRAMME 2007 – 2010

CLIENT GROUP	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10
People with drug problems	<ul style="list-style-type: none"> ■ Ensure value for money within existing floating support provision. 		<ul style="list-style-type: none"> ■ Develop an additional 285 units of support. ■ Develop a safe house for women streetworkers ■ Develop cross authority scheme to enable relocation from peer group pressures 		<ul style="list-style-type: none"> ■ Develop accommodation and floating support scheme to underpin DAT Tier 4 services. 	
Young people at risk		<ul style="list-style-type: none"> ■ Reduce the number of accommodation-based units by one third ■ Reduce average length of stay from 20 months to nine months 		<ul style="list-style-type: none"> ■ Reinvest to create similar number of cross-tenure floating support units. ■ Develop additional 300 units of support. ■ Support the capital redevelopment of a number of outdated schemes. 	<ul style="list-style-type: none"> ■ Develop Crash Pad Scheme with Youth Offending Service 	
Young people leaving care	<ul style="list-style-type: none"> ■ Clarify added value provided by services for care leavers. ■ Research access and referral routes for potential clients. 			<ul style="list-style-type: none"> ■ Develop additional 60 units of support for care leavers. 		
Teenage parents	<ul style="list-style-type: none"> ■ Scrutinise high unit costs to ensure value for money. 			<ul style="list-style-type: none"> ■ Reconfigure 50 units of support. ■ Develop additional 35 units of support. 		
Homeless families		<ul style="list-style-type: none"> ■ Reduce average length of stay in temporary accommodation to three months ■ Identify additional capital funding to improve standards of hostels. 		<ul style="list-style-type: none"> ■ Develop 200 additional units of accommodation-based support. 		

REMODELLING AND COMMISSIONING PROGRAMME 2007 – 2010

CLIENT GROUP	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10
Domestic violence	<ul style="list-style-type: none"> ■ Ensure linkages with Birmingham City Council Homelessness function are maximised. ■ Ensure that partnership links are developed to enable mental health issues to be addressed. 		<ul style="list-style-type: none"> ■ Improve value for money of accommodation-based schemes. ■ Investigate average unit cost. ■ Redevelop schemes that include shared facilities. 		<ul style="list-style-type: none"> ■ Develop additional 160 units of support to improve resettlement and move on outcomes. 	
Single homeless	<ul style="list-style-type: none"> ■ Reduce overall amount of provision by 50 per cent and ensure consistent minimum quality delivery of those services that remain. ■ Reduce average length of stay to three months. ■ Improve accessibility for hard to reach groups. ■ Develop and implement improved system for monitoring rough sleepers access to Supporting People provision. 				<ul style="list-style-type: none"> ■ Increase specific targeted provision by 264 units. 	
Refugees	<ul style="list-style-type: none"> ■ Significantly reduce the level of accommodation-based provision from 18 times the national average. ■ Reduce the average length of support from 20 months to six months. 		<ul style="list-style-type: none"> ■ Reconfigure existing provision. 			
HIV/ AIDS			<ul style="list-style-type: none"> ■ Collate information on unmet need 	<ul style="list-style-type: none"> ■ Develop additional 12 units of support 		

REMODELLING & COMMISSIONING PROGRAMME 2007 – 2010

CLIENT GROUP	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10
Travellers		<ul style="list-style-type: none"> Undertake research to map housing support needs. 		<ul style="list-style-type: none"> Jointly commission new service. 		
Other/ Generic Range of Vulnerable People	<ul style="list-style-type: none"> Reduce level of floating support by 50 per cent Promote cross tenure approach 		<ul style="list-style-type: none"> Reconfigure services to address more specific gaps in provision. 			

Green – priority identified in Five Year Strategy and completed.

Amber – priority identified in Five Year Strategy and underway.

Red – new priority suggested to be consulted upon and agreed

It should be noted that the figures quoted above are recommendations from the needs analysis and do not indicate the way in which the desired increase in provision will be achieved. As no additional Supporting People grant funding is to be allocated to the council, any service developments will need to be introduced as a direct result of efficiencies realised elsewhere in the programme or incrementally through change in existing service provision.

The following tables show the changes in service provision since the commencement of the Supporting People programme in April 2003. The overall effect is a reduction in service provision and this is largely due to decommissioning of poor quality, under performing services. However, this reduction is greater in some client group areas than others and consideration should be given to the impact this has had on service users and other related services when considering future commissioning decisions.

It should be noted that the decommissioning of a service does not necessarily mean closure of that service and in many cases, former service providers have opted to retain a landlord function allowing service users to stay in the accommodation provided with either no or alternative support provision following a support needs assessment by the Council's homelessness team.

Total Supply Map Changes since 2003

Primary Client Group	2003/2004 Supply Map	2004/2005 Supply Map	2005/2006 Supply Map	2006/2007 Supply Map	2007/2008 Supply Map (Est)	Summary percentage reduction
Frail elderly	909	909	851	822	822	9.57%
Generic	1563	1563	1554	785	776	50.35%
Homeless families with support needs	232	232	232	190	190	18.10%
Mentally disordered offenders	6	6	0	0	0	100.00%
Offenders or people at risk of offending	761	761	623	465	410	46.12%
Older people with mental health problems/dementia	10	10	10	10	10	0.00%
Older people with support needs	23067	23038	22915	22766	22669	1.73%
People with a physical and/or sensory disability	339	336	336	296	295	12.98%
People with alcohol problems	317	317	316	256	153	51.74%
People with drug problems	154	154	154	154	154	0.00%
People with HIV / AIDS	102	102	102	84	84	17.65%
People with learning disabilities	719	713	712	600	600	16.55%
People with mental health problems	1828	1812	1773	1359	1275	30.25%
Refugees	970	955	798	573	507	47.73%
Single homeless with support needs	1843	1774	1489	1388	1189	35.49%
Teenage parents	92	92	74	74	74	19.57%
Women at risk of domestic violence	305	304	304	266	266	12.79%
Young people at risk	561	561	561	522	522	6.95%
Young people leaving care	26	26	26	26	25	3.58%
Grand Total	33804	33665	32830	30636	30021	11.19%

**Year on Year
Decommissioning Totals**

Primary Client Group	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	Active Units Today	Grand Total	Total Units Decom	% Decom
Frail elderly		58	29		822	909	87	9.57%
Generic		9	769	9	776	1563	787	50.35%
Homeless families with support needs			42		190	232	42	18.10%
Mentally disordered offenders		6				6	6	100.00%
Offenders or people at risk of offending		138	158	55	410	761	351	46.12%
Older people with mental health problems/dementia					10	10	0	0.00%
Older people with support needs	29	123	149	97	22669	23067	398	1.73%
People with a physical and/or sensory disability	3		40	1	295	339	44	12.98%
People with alcohol problems		1	60	103	153	317	164	51.74%
People with drug problems					154	154	0	0.00%
People with HIV / AIDS			18		84	102	18	17.65%
People with learning disabilities	6	1	112		600	719	119	16.55%
People with mental health problems	16	39	414	84	1275	1828	553	30.25%
Refugees	15	157	225	66	507	970	463	47.73%
Single homeless with support needs	69	285	101	199	1189	1843	654	35.49%
Teenage parents		18			74	92	18	19.57%
Women at risk of domestic violence	1		38		266	305	39	12.79%
Young people at risk			39		522	561	39	6.95%
Young people leaving care				1	25	26	1	3.85%
Grand Total	139	835	2194	615	30021	33804	3783	11.19%

Related Strategies

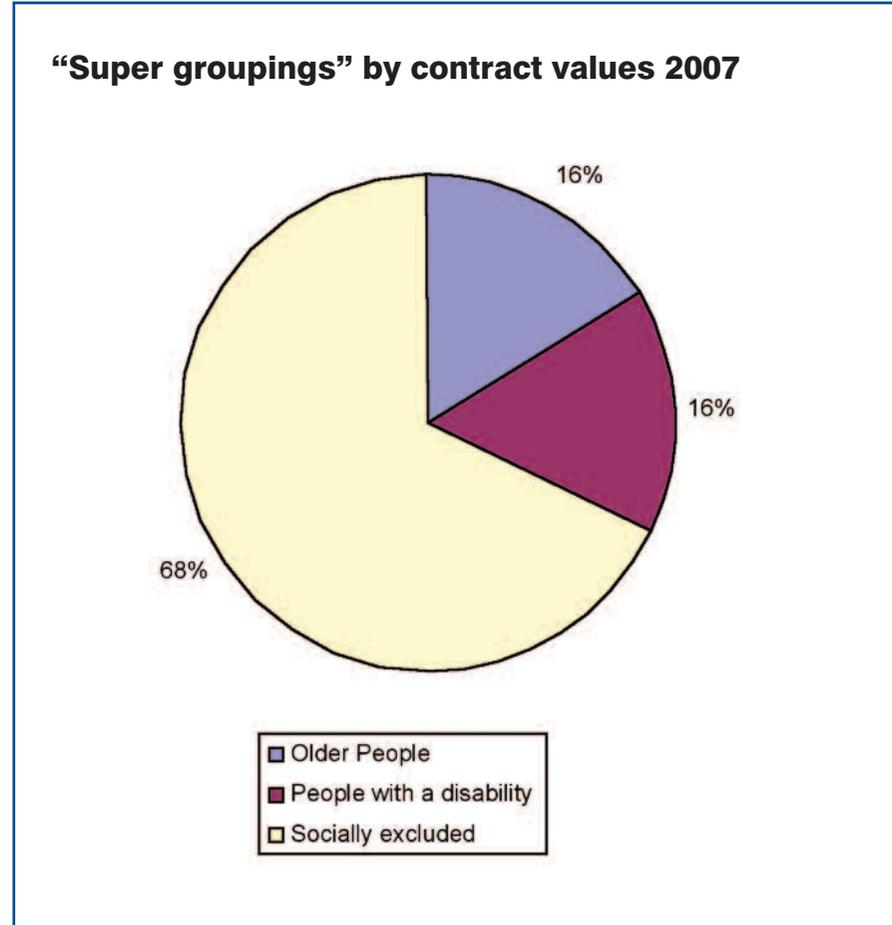
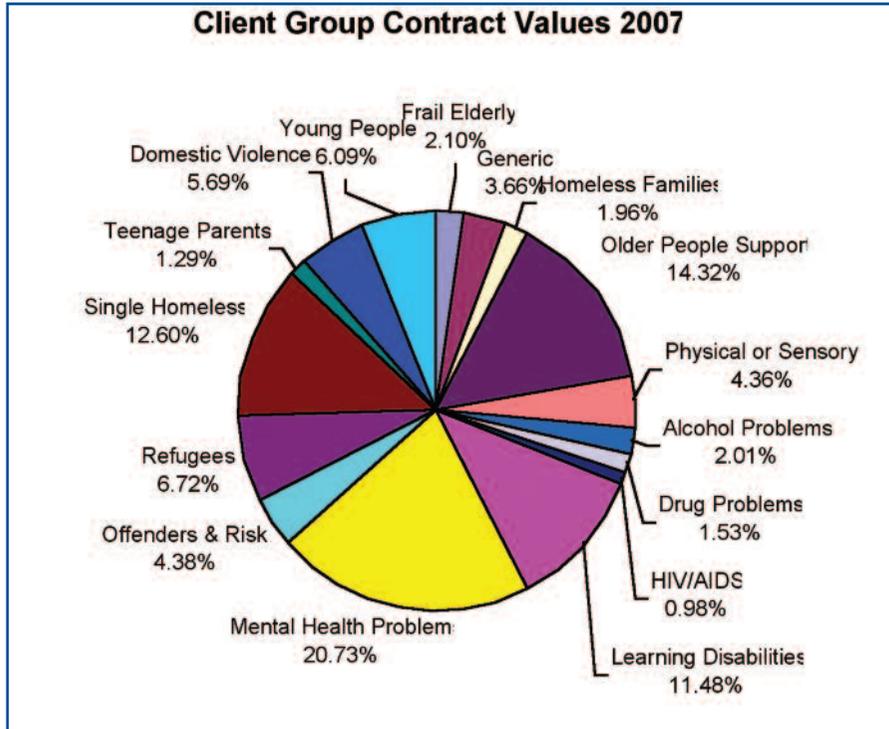
This table details the documents for each client group which underpin this Five Year Strategy revision. Alongside these strategies there are three others which give an overview of Supporting People. They are National Supporting People Strategy; West Midlands Regional Supporting People Strategy and Birmingham City Council's Supporting People Five Year Strategy. If you would like copies of any of these documents, please contact the Birmingham Supporting People Team.

Client Group	Related Strategies
Older people Frail elderly Older people with mental health problems	<ul style="list-style-type: none"> ■ National service framework for older people ■ Quality and choice for older people's housing ■ Plan for Birmingham's older people ■ Old enough to live independently ■ Birmingham City Council's commissioning strategy for older people (2005 – 2010) ■ Joint commissioning strategy for mental health services for older people in Birmingham (Birmingham City Council and NHS)
Learning disabilities	<ul style="list-style-type: none"> ■ Valuing people ■ Draft learning disability housing strategy ■ Learning disability joint commissioning strategy 2006 – 2011
Young people at risk	<ul style="list-style-type: none"> ■ Children's bill ■ Every child matters ■ Quality protects ■ Children and young people's strategy ■ Care leavers strategy ■ Corporate parenting plan ■ Care Matters White Paper

Client Group	Related Strategies
Physical and sensory disability	<ul style="list-style-type: none"> ■ Improving the life chances of disabled people ■ Social care and health commissioning strategy for physical and sensory disability
Domestic violence	<ul style="list-style-type: none"> ■ Safety and justice ■ Living without fear ■ Birmingham crime and disorder reduction strategy 2005 – 2008 ■ Birmingham interagency principles, standards and good practice in domestic violence (2002) ■ Pan-Birmingham domestic violence strategy 2006-2009 ■ Birmingham local safeguarding children board: guidance on working with domestic abuse (section 23 of child protection procedures) ■ Birmingham City Council Housing Department, domestic violence procedures 2007 ■ National domestic violence delivery plan
Refugees	<ul style="list-style-type: none"> ■ Integration matters ■ Strategy for the integration of newcomers from abroad
Homeless families	<ul style="list-style-type: none"> ■ Homelessness act ■ Homeless review and strategy (currently being revised)
Teenage parents	<ul style="list-style-type: none"> ■ National teenage pregnancy strategy ■ Local teenage pregnancy strategy
HIV/AIDS	<ul style="list-style-type: none"> ■ National strategy for sexual health and HIV ■ commissioning strategy for HIV/AIDS

Client Group	Related Strategies
Mental health	<ul style="list-style-type: none"> ■ “Our Health, Our Care, Our Say: a new direction for community services” Department of Health ■ National service framework for mental health ■ Social exclusion unit report on mental health
Single homeless and rough sleepers	<ul style="list-style-type: none"> ■ Homelessness Act ■ Homelessness review and strategy (currently being revised)
Substance misuse	<ul style="list-style-type: none"> ■ National drugs strategy ■ National alcohol harm reduction strategy ■ Crime and disorder strategy ■ Birmingham DAT annual plan ■ Commissioning plan for alcohol
Ex-offenders Mentally disordered offenders	<ul style="list-style-type: none"> ■ Social exclusion report into offending ■ Crime and disorder strategy ■ West Midlands prisoner resettlement strategy
Gypsies and travellers	<ul style="list-style-type: none"> ■ Gypsies and travellers: a strategy for the Commission for Racial Equality, 2004 – 7
Black and minority ethnic communities	<ul style="list-style-type: none"> ■ Race Relations Amendment Act 2000 ■ BME housing strategy

APPENDIX 1 CURRENT SUPPLY BY PRIMARY CLIENT GROUP



APPENDIX 2

Housing Related Support Needs Analysis Summary

(full report available from Birmingham's Supporting People Team)

Section One: Executive Summary and Conclusions

Our estimates of the level of need for housing related support in Birmingham suggest there should be a very large scale expansion of floating support and other non accommodation based services, and a contraction of accommodation based services. By far the largest expansion and contraction required is in older persons' provision, but a number of sectors are affected.

In arriving at these assessments of need we have followed a model, which we have applied to all the client groups recognised by Supporting People. The model is explained in section two of the full report. The only detail we need to highlight here is our treatment of the generic service supply. It may well be sensible to commission services on a generic basis, but needs cannot be identified generically. So we have allocated existing supply to various client groups on the basis of the information supplied us on current usage.

ESTIMATION OF THE NEED FOR FLOATING SUPPORT AND OTHER NON-ACCOMMODATION BASED SERVICES

Non-accommodation based (Floating Support)	Dedicated units as at 2007	Generic units used by this client group	Adjusted total supply	Assessed need	Difference
Frail Elderly	0			127	127
Generic	770				
Homeless Families with support needs	57	39	96	394	299
Offenders or people at risk of offending (including mentally disordered offenders)	49	31	80	186	106
Older people with mental health problems/dementia	4		4	174	170
Older people with support needs	76	31	107	10678.4	1057
People with physical or sensory disability	125	92	217	393	176
People with alcohol problems	41	31	72	94	22
People with drug problems	148	31	179	200	21
People with HIV/AIDS	26		26	29	3
People with learning disabilities	319	31	350	680	330
People with mental health problems	382	193	575	885	311
Refugees	80		80	186	106
Single homeless with support needs	86	154	240	434	194
Teenage parents	36	31	67		-67
Women at risk of domestic violence	150	77	227	301	74
Young people at risk	184	31	215	500	285
Young people leaving care	6		6		-6
Travellers			0	20	20
	2539	772	2541	15281	12743

ESTIMATION OF THE NEED FOR FLOATING SUPPORT AND OTHER NON-ACCOMMODATION BASED SERVICES

Accommodation based services	Dedicated units as at 2007	Generic units used by this client group	Adjusted total supply	Assessed need	Difference
Frail Elderly	822		822	510	-312
Generic	6				
Homeless Families with support needs	133	6	139	99	-40
Offenders or people at risk of offending (including mentally disordered offenders)	361		361	164	-192
Older people with mental health problems/dementia	6		6	697	691
Older people with support needs	8551		8551	4705.6	-3841
People with physical or sensory disability	167		167	131	-36
People with alcohol problems	112		112	180	68
People with drug problems	6		6	272	266
People with HIV/AIDS	58		58	58	0
People with learning disabilities	281		281	300	19
People with mental health problems	893		893	762	-131
Refugees	427		427	286	-141
Single homeless with support needs	1103		1103	1173	70
Teenage parents	38		38		-38
Women at risk of domestic violence	116		116	184	68
Young people at risk	338		338	600	262
Young people leaving care	19		19		-19
	13437	6	13437	10121	-3315

APPENDIX 3

Birmingham Supporting People Annual Development and Commissioning Plan 2007/08

1 The purpose of this document

The Birmingham Supporting People Five Year Strategy and its 2007 revision is an overarching plan articulating our vision, aims and objectives up to 2010.

Since its introduction, Supporting People has been a learning process for everyone involved. As a working document, it is important that we continue to develop and update this strategy.

The purpose of this second **Annual Development and Commissioning Plan** is to provide transparency about current plans for the programme and be clear about how we are to proceed. It takes stock of our progress and sets out **three key areas** for development and for taking the programme forward from April 2007 to 2008.

This document sets out:

- The strategic context
- The financial context
- Birmingham City Council's corporate objectives
- Partner objectives
- Annual Development Plan for 2007/08: key aims and objectives, activities, outcomes, milestones and timescales
- Appendix 1: Progress on key actions set out in Five Year Strategy
- Appendix 2: Commissioning intentions

2 The Strategic Context

The most important new national policy deliberations and developments setting out the context of this Annual Plan are:

- **“Independence and Opportunity – Our Strategy for Supporting People” (June 2007) – The Communities and Local Government strategy for Supporting People.**

It sets out the government’s thinking and preliminary views which include:

- an emphasis on integration with other local services
- an increased focus on service user choice and involvement
- Supporting People services moving towards a clearer focus on outcomes
- Reducing the administrative burden and bureaucracy for service providers

This Annual Plan also takes into account the close links with the Local Area Agreement for Birmingham and the intention for the programme’s eventual integration.

3 The Financial Context

Grant funding for services in Birmingham has increased slightly since the programme's inception in 2003 and a number of initiatives have realised cashable and non-cashable efficiencies creating headroom for investment and allowing the payment of inflation for the first time in 2006.

2007/08

Grant allocation	£51.9 million
Projected expenditure (as at April 08)	£50.2 million
Balance	£1.7 million
C/fwd from 06/07	£1.4 million
Efficiency target (18% efficiency already delivered)	£0.00
Total	£3.1 million
Balance	£3.1 million (underspend)

4 Birmingham City Council Corporate Objectives

Birmingham City Council's long term vision adopted in 2002 is based on two key objectives:

- **A city of national and international significance that has a successful and sustainable place in the world economy.**
- **A sustainable city: where the ways we meet the needs of the present do not compromise our ability to meet needs in the future.**

These two objectives are supported by proposals for a number of key themes. That Birmingham is recognised as:

- A city where people are not disadvantaged by where they live.
- A diverse and inclusive city: whose diversity is a strength, where people value each other and get on well together.
- A prosperous city: with a strong and diversified economy, where sustainable enterprise and growth are valued and supported.
- A connected city: that has effective connections to the outside world.
- A learning city: where all children and young people are inspired to learn, develop and achieve.
- A healthy city: where people live longer and enjoy healthy, active and fulfilling lives.
- A well-housed city: whose neighbourhoods and urban villages contain modern, well-maintained and energy efficient homes.
- A safe city: where people feel safe, whoever they are, wherever they are, whatever their age.
- A city of culture and leisure: that is known nationally and internationally for the quality of its arts, sports and leisure.
- A sustainable city: where the ways we meet the needs of the present do not compromise our ability to meet needs in the future.

The Council's corporate objectives for 2005/09 are:

- Investing in improvement
- Improving services – aspiring for excellence in all our services
- A city of vibrant urban villages

Supporting People has a role to play in contributing to the achievement of these objectives.

5 Partner objectives

Supporting People is a cross cutting programme. It is relevant to and can help deliver against other agendas. Relevant objectives are set out in the five year strategy. Those of particular note are:

- Homeless cases and less re-occurrence of homeless for at risk groups: women fleeing domestic violence, teenage parents, young people at risk
- Reduced re-offending
- Reduced crime and disorder
- Improved delivery of adaptations
- Improved decent condition housing.

The Development Plan (see page 54) will deliver the key aims and objectives of the Supporting People Partnership, which are set out in the Five Year Strategy and its revision, and provide a performance management framework for 2007/08 and beyond. The Development Plan sets out the high level objectives for Supporting People in Birmingham, identifying the key tasks, outcomes and milestones for the programme. These have been consulted upon, and will be disseminated to partners and stakeholders. The Development Plan is supported by a series of more detailed operational plans:

The Key Aims of the Supporting People Programme in Birmingham are:

- Good quality, strategically planned services that are focused on those that need them
- Services that are cost effective, reliable and which compliment other care services
- Services that offer fair access to those who need them
- Development of the most effective provision within available resources
- Services contributing to the wider agenda and effectively delivering against national, regional and local targets
- Service planning, delivery and decision making brought closer to people in need of support
- A sustainable programme that can respond to changing needs.

The Five Year Strategy also highlights four underpinning objectives:

- Improve the quality performance and value for money across all services
- Drive up quality and performance through outcomes measurement
- Integrate support with wider local strategies
- Develop effective strategic planning and commissioning mechanisms.

Key Areas for Development

This Development Plan (Page 52) seeks to identify key areas of work that need to be developed and/or improved. In order to achieve strategic objectives, three key areas have been identified as priorities for 2007/08.

- Developing a clear vision of success for the Supporting People Programme, with a costed and quantified set of purchasing priorities
- Continuous improvement of the management and delivery of the programme, building on achievements of the last three years
- Further integrate the Supporting People programme with the strategic and operational activities of key partners.

The key tasks required to progress each of these three areas are set out in the following Development Plan. Further operationally focused work plans will be developed where required to ensure the progress and effective project management of these tasks. Progress against the main Service Development Plan will be reported to Core Strategy Group and Commissioning Body on a quarterly basis.

Vision of Success: Clear Purchasing Priorities

The Five Year Strategy: The current strategy describes the legacy services inherited, and the processes by which these will be reviewed and improved. It includes a high level review of other strategies and a set of purchasing needs. However, there is little detailed evidence of unmet needs and the purchasing plan is not quantified, costed or prioritised. This makes it difficult for providers, and commissioners to use the Five Year Strategy to inform their business decisions. And service users and their advocates and carers will be unable to comment upon and influence commissioning decisions.

Development Need: To update the Five Year Strategy, with a clear vision of success for the Supporting People Programme in Birmingham. Establish a clear set of quantified and costed purchasing intentions, that reflect local needs and priorities, that will deliver value for money and quality outcomes for service users, compliment other commissioning activities and decisions which will enable current and prospective providers to develop and manage their business.

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
1. Clear, shared vision of “what success will look like” set out in the revised five year strategy	1.1 Needs mapping 1.2 Strategic reviews 1.3 Consultation 1.4 Strategy update 1.5 Commissioning				
2. Establish a clear set of quantified and costed purchasing intentions					
	<p>1.1 Needs Mapping</p> <p>Integrate good practice approaches to needs mapping for Supporting People. Incorporate into work of Strategy Division using model supplied by consultant.</p> <p>Review of relevant strategy and commissioning plans</p> <p>Continue to consult service users / providers /stakeholders</p>	<p>Access to GIS mapping technology</p> <p>Time and capacity to review new strategies and analyse information</p>	<p>CSG SPLO</p>	<p>Good practice approaches to needs mapping for Supporting People adopted</p> <p>Updated detailed information on unmet needs for housing support services used to inform and prioritise purchasing plans and set out clear "measures of success" in updated strategy</p> <p>Quantitative data on city wide housing and support needs</p> <p>Key information on the needs for housing related support services, and prevention role of services is identified</p>	<p>Agreement from AD for strategy October 2007</p> <p>Needs information updated and summaries circulated to inform strategic review consultation events beginning September 2007.</p> <p>Quantitative data provided Dec 07 & Feb 08 to continue to inform future commissioning intentions</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>1.2 Sector Strategic Reviews Complete Terms of Reference which clarify the purpose of the strategic reviews (older people, learning disabilities, young people and mental health services)</p> <p>Establish steering groups for each group</p> <p>Agreed robust and manageable timetable for each client group review</p> <p>Consult providers/stakeholders</p> <p>Develop “business case template” to be used to evaluate evidence of need for services (for different client groups/ different models of provision/ locations) in the city.</p>	<p>Commitment of partner’s time to participate in review groups.</p> <p>Secondment or appointment of member of staff to undertake reviews and analysis</p>	<p>SPLO CSDG</p>	<p>Services are aligned to the identified needs and priorities for the Supporting People Programme in Birmingham</p> <p>Funding released for reinvestment in priority unmet needs areas</p> <p>New models of service identified</p>	<p>ToR for Older Person’s review agreed and steering group established September 2007</p> <p>Lead worker selected (seconded or consultant) for Older Person’s review October 2007</p> <p>ToR for Learning Disabilities review agreed October 2007</p> <p>Resources (seconded or consultant) in place to undertake Learning Disabilities review by October 2007</p> <p>Business case to Commissioning Body November 2007</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>1.3 Consultation</p> <p>Establish consultation arrangements to validate information and ensure priorities shared and influenced by key stakeholders</p>	<p>Commitment of stakeholder's time to attend meetings</p> <p>Strategy with clear structure for involvement and consultation developed</p> <p>Funding from admin grant to pay for rooms, travel costs of service users, refreshments</p>	SPLO	<p>Validated quality information on needs for housing related support services</p> <p>Ownership and understanding of the priorities in the Supporting People Purchasing Plan.</p> <p>Investment in new services which are tenure neutral and for priority groups</p>	<p>Paper recommending consultation structures and revised CB/ CSG membership October 2007</p> <p>Consultation event to review and update information on priorities Feb 08</p>
	<p>Regular briefings and engagement of elected members and partner agencies</p>	<p>Time for Supporting People Lead Officer (SPLO) to brief and present updates to members</p> <p>Time and commitment from partners to involve elected members</p> <p>Time and interest of elected members</p>	SPLO CB	<p>Political support for resource allocation decisions</p>	<p>Members engaged in consultation events Feb 08</p> <p>Strategy update endorsed October 07</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>1.4 Commissioning Develop commissioning approach, and update procurement policy and procedures which reflect best practice and will deliver VFM and quality</p> <p>Develop new models of service with providers that are tenure neutral and move towards equity for under funded groups</p> <p>Ensure approach accords with business transformation work.</p>	<p>Time for SPLO to refresh commissioning strategy</p> <p>Support and time from corporate procurement (advice and overseeing technical aspects of procurement activity)</p>	SPLO AO	<p>New investments demonstrably deliver VFM and high quality services</p> <p>Capacity of market enhanced (new providers attracted into city)</p> <p>New services commissioned for disproportionately under funded/underprovided groups</p> <p>Increased choice for service users – service models not linked to specific tenures</p>	<p>Policy and procedure revisions to Commissioning Body November 07</p> <p>Purchasing priorities to CB November 07</p> <p>Purchasing priorities set out in Five Year Strategy September 07</p> <p>New services/ increased capacity by March 09</p>
	Review Eligibility Criteria to ensure commissioning decisions focused upon strategic priorities and eligible activities.	Time for SPLO to review and for CB to consider and consult with providers and other partners	SPLO	EC fully comply with grant conditions and ensure funds targeted	<p>Consultation with providers January 08 (part of strategic review)</p> <p>EC revised and submitted to CB February 08</p> <p>Revised EC published April 08</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>1.5 Update 5 year Strategy Updated Strategy includes clear set of costed commissioning priorities.</p> <p>Preferred service models to be developed as part of the strategic review work.</p>	<p>Quantitative and qualitative data collated and analysed</p> <p>Consultation event/s to determine consensus on priorities for investment</p>	SPLO	Costed and quantified set of commissioning priorities agreed for 2007/08 and 2008/09.	<p>Updated strategy September 07</p> <p>Endorsed by BCC and partner agencies October / November 07</p>

Continuous Improvement

Present Situation: The team completed service reviews to deadline, and have secured significant improvements in VFM and quality across the programme. However, to encourage further focus on efficiency and improvement for the programme, a second round of service reviews have been undertaken targeting high cost/ high risk services. The process has been revised and all eleven supplementary objectives introduced, setting a harder test for providers and driving home the requirement to maintain a focus on continuous improvement. The market lacks some capacity for innovation and new service models that improve equity of access across tenure and area, and which target those in greatest need are required. Further work is needed to build wider and effective strategic partnerships but service user involvement in the programme is much improved.

Development Need: To maintain momentum and build upon achievements of previous years. To continually improve performance to deliver VFM and quality outcomes for service users. To ensure the programme continues to involve service users, support the capacity development of the provider sector and improves equity of access to services.

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
2. Improved service quality and outcomes for service users	2.1 Contracts 2.2 Quality Assurance 2.3 Safeguarding 2.4 Outcomes 2.5 Move on 2.6 New investment	Officer time to prepare recommendation to CB Resourced contracts function to carry out contract monitoring meetings including VFM negotiations	SPLO, Business Development and Review Managers	Providers able to develop and manage their business Contract compliance Continuous improvement in performance and VFM from services	New contracts issued from Mar 08 onwards Monitoring arrangements agreed and incorporated into contract terms. Progress against outcomes reported quarterly to CB from Sept 07

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>2.1 Contracts</p> <p>Agree rationale for award/ expiry/ termination/ extension of contract where appropriate</p> <p>Develop new hours based contract model</p> <p>Agree and implement contract monitoring arrangements 2007/08</p> <p>2.2 Quality Assurance</p> <p>Agree and implement replacement to current service review programme for 2008/09</p> <p>Explore options for consistency across the region</p>	<p>Provider time to participate in contract meetings</p> <p>Suitably resourced team to carry out contract compliance and spot check validations.</p> <p>Officer time to participate in regional discussions.</p>		<p>100% services achieve outcomes as determined within new contract model</p>	<p>Programme complete March 09</p> <p>Contract monitoring arrangements agreed: Achieved April 08</p> <p>Progress against outcomes reported regularly to CB from November 07</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>2.3 Safeguarding Adults and Children</p> <p>Supporting people Providers/team aware/reminded of current Birmingham City Council policy and of any revisions to policy as advised by Safeguarding Boards.</p> <p>Identify training needs and refresh options for providers/Supporting People team</p>	<p>Input of Safeguarding Adults and Safeguarding Children reps to advise on training options for range of Supporting People providers</p>	<p>SPLO</p>	<p>Protection of vulnerable adults and children using Supporting People services improved and strengthened</p>	<p>Clarity within Birmingham City Council policy in relation to Supporting People service users Dec 2007</p> <p>Birmingham City Council policy made available to all Providers October 2007</p> <p>Revised/updated Birmingham City Council policy made available to providers and Supporting People team when available</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>2.4 Outcomes</p> <p>Implement regional outcomes model.</p>	<p>Time of SPLO and providers</p>	<p>SPLO</p>	<p>Relevant and easy to use set of key outcome measures agreed with providers</p> <p>Outcomes for service users evidenced</p> <p>Performance leading to improvements for users can be benchmarked, best practice identified and disseminated, and services improved</p>	<p>Providers made aware of requirement for compatible policies September 2007</p> <p>Training options for providers & SP team identified</p> <p>Review outcomes approach with providers January 2008</p> <p>Introduce outcomes measures as formal part of contract management from April 2008</p>
	<p>2.5 Move on</p> <p>Develop move on strategy:</p> <p>Review of allocations/lettings policies to reflect demands for move on accommodation</p> <p>Birmingham City Council partners to review allocations/lettings policies to reflect demands</p> <p>Inclusion in Housing Needs Survey and analysis of findings</p>	<p>RSLs and other housing providers support through quotas and allocations practice.</p> <p>Input of LA Environmental Health and Private Rented Sector development staff.</p> <p>Other funding for Rent Deposit Schemes.</p> <p>Input of providers</p> <p>Housing Needs Survey.</p>	<p>SPLO CSG</p>	<p>Expectations managed</p> <p>Move on resources improved to reduce silt up of short term services</p> <p>Needs quantified</p>	<p>Move on strategy agreed December 2007</p> <p>Implementation ongoing</p> <p>Housing needs survey quantifies demand and informs future commissioning priorities Dec 07 and Feb 08</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	2.6 New investment New investment in under funded/ represented services	Resources released through efficiency savings and de-commissioning decisions and following strategic reviews	SPLO	New services for poorly represented vulnerable groups.	Commissioning decisions for small scale investments agreed November 07 Clear commissioning priorities and investments from April 08
3. Improved Value for Money	New service models agreed and commissioned 3.1 VFM approach 3.1 Eligibility criteria 3.3 Negotiations	Strategic reviews lead to innovation and new models of service being agreed	SPLO	Improved choice and access	

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>3.1 Value for Money</p> <p>Develop a “fair price” approach for VFM and future commissioning</p>	<p>Time for consultation with market, and to undertake modelling</p>	<p>SPLO</p>	<p>Services available regardless of tenure and location of service user</p> <p>Compliance with VSO compact</p> <p>Services commissioned meet VFM parameters which include quality</p> <p>New providers attracted into market</p> <p>Improved capacity of market – new services working across tenure, in under served areas, and with complex service users</p>	<p>Approach published January 2008</p>
	<p>3.2 Eligibility criteria</p> <p>Review Service Eligibility Criteria to ensure commissioning decisions focused upon strategic priorities and eligible activities.</p> <p>Continue to identify ineligible services and agree retraction plans</p>	<p>Time for SPLO to review and for CB to consider and consult with providers and other partners</p>	<p>SPLO</p>	<p>EC fully compliant with grant conditions and ensures funds are targeted</p> <p>Funds released for investment in under-served areas/ client groups</p>	<p>Consultation with providers January 08 (part of strategic review)</p> <p>EC revised and submitted to CB February 08</p> <p>Revised EC published April 08</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	3.3 Negotiations Ongoing negotiations for efficiency savings	Resourced team: annual meeting with 33 per cent providers	SPLO/ CB	Funds released for investment in under-served areas/ client groups	£1 million by March 2008
4. Improved information and access	4.1 Information 4.2 Access				
	4.1 Information Update information on Birmingham City Council website, references to Supporting People are accurate and reflect current position of programme. Update links and references to Supporting People from other relevant websites	Input and support from website 'owners'. Time to draft new material	SPLO	Accurate and accessible information and good links to Supporting People own web pages	Website information and links updated September 2007

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	Supporting People leaflets translated into "Easy Read" and made available in large print.	Time to draft; input from Physical and Learning Disabilities and advocacy groups	SPLO	Information is accessible across diverse groups	Easy Read leaflet available in from December 07
	Raise profile of Fairer Charging Assessments	Time for SPLO and PO to arrange and facilitate awareness events	SPLO	Improved uptake of Fairer Charging Assessment (FCA) by Supporting People service users	Awareness events by Dec 07
	Update Services Directory to include an introduction and guide to use. Review details of schemes included to make more accessible	Time to review entries and develop contextual information and links. Input from providers	SPLO	Services Directory is easier to use, simpler information, and useful contacts included	Updated directory available to all front line advice and information agencies in Birmingham September 07

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>4.2 Access</p> <p>Review of current information on services and existing access and referral routes through mystery shopping</p> <p>Identify gaps/ barriers to access</p> <p>Develop action plan and timetable to address information and awareness issues</p> <p>Review – ensure mystery shopping undertaken on regular basis and feedback to relevant parties with proposed action plan.</p>	<p>Time to undertake mystery shopping, and provide information and training to improve awareness.</p> <p>Co-operation of partners and providers</p>	<p>SPLO CSG/ partners</p>	<p>Improved awareness and information about Supporting People services</p>	<p>Mystery shopping undertaken Dec 07</p> <p>Action plan implemented by March 08</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>Review referral routes, assessment procedures, and eligibility/exclusion criteria to identify any barriers to access over and above</p> <p>Develop proposals for ensuring services targeted at those in greatest needs (will link with strategic sector reviews, and purchasing priorities)</p> <p>Consult on proposals and implement (may require contract negotiations, and be linked to commissioning plan)</p>	<p>Time to undertake review, check information with providers, and negotiate required changes</p> <p>Input of commissioning and brokerage colleagues within adult social care</p>	SPLO	<p>Services better targeted at those in greatest need of housing related support services</p> <p>Clear access and referral arrangements for all services working with those who require both care and support</p> <p>Eligibility thresholds for some services agreed with providers, users and advocacy groups</p>	<p>Review undertaken Dec 2007</p> <p>Proposals for improving and targeting access to services Jan 2008</p> <p>Contracts negotiated and changes agreed April 2008,</p>
5. Improved opportunities for service users and providers to be consulted upon, and influence the Supporting People programme in Birmingham	5.1 Voluntary sector 5.2 Service users 5.3 Providers and partners				

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	5.1 Voluntary sector Identify and develop links with VCO representatives, carers groups, advocacy services to improve the opportunities for VCO and service users to engage with the programme	SPLO time Input of different groups	SPLO	Access to established consultation structures prevents duplication	Range of groups identified and contacted by November 2007 Attendance at events from October 2007 Consultation structures from September 07
	5.2 Service users Update Service User Involvement Strategy Consult with user forums (commissioning boards, providers' user meetings, advocacy groups) and secure feedback	Time and resources to review best practice, tailor for Birmingham and consult	SPLO	Improved opportunities for service users to influence the development of the programme. Information on what services users want and need, and views on existing provision secured	Draft strategy revision developed for consultation November 2007 Disseminated for feedback December 2007 Final version published and implemented from February 2008
	Update complaints procedure for service users	Time and publishing budget	SPLO	Service users more able to raise concerns	Draft wording disseminated for feedback October 2007

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	Monitor complaints, outcomes and changes reported to CB			Increased number of complaints received Services improved and risks to service users reduced	New policy sent out December 2007 Quarterly reporting to CB from September 2007
	5.3 Providers and partners Revise the Information, Consultation and Communication Strategy	Time and resources to review best practice, tailor for Birmingham and consult Input from key partners and stakeholders to attend CSG and other key forums	SPLO	Providers and partners have more opportunity to influence programme New service models and innovation, and best practice shared	Draft policy sent for consultation December 2007 New policy implemented from February 2008
6. Improved performance and risk management of the programme	6.1 Governance 6.2 Risk assessment				

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>6.1 Governance</p> <p>Review of governance structures: membership of CB, CSG and role of elected members in relation to the LAA.</p>	<p>Input of CSG and CB partner members</p>	<p>SPLO</p>	<p>Political awareness and support for enables a level playing field for all providers and ownership of decisions on priorities for investment</p> <p>Improved partnerships and links to and alignment with other strategic agendas</p> <p>Governance options paper to CB December 2007</p>	<p>Performance management information (strategic and operational) quarterly to CB from September 2007.</p>
	<p>Include Supporting People in corporate monitoring and reporting</p> <p>Include Supporting People KPIs in performance management reporting within BCC for adult social services</p> <p>CB to receive regular formal performance management information and progress reports</p>	<p>SPLO time</p> <p>Regular attendance of CB members</p>	<p>SPLO</p>	<p>Commissioning Body receive performance management information they need to evaluate progress and lead the programme</p>	<p>Corporate performance monitoring to include revised Supporting People performance indicators from August 2007</p> <p>Quarterly reporting to CB from Sept. 07</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>6.2 Risk assessment and management Develop robust risk assessment, reporting (quarterly to CB) and management approach to underpin commissioning activities</p> <p>Update risk register</p> <p>Business continuity strategy (SP Team/ corporate; and providers – link with any decommissioning procedure) and contingency plan for key risks identified</p>	<p>SPLO time</p> <p>Regular attendance of CB members</p>	<p>SPLO</p>	<p>Commissioning Body receive risk management information they need to evaluate performance and lead the programme</p>	<p>Risk register updated August 2007</p> <p>Reporting quarterly to CB from September 2007</p> <p>Business Continuity Strategy December 2007</p>
	<p>Develop “Learning Strategy” – based upon self assessment, identify sources of good practice for any gaps and AFIs, and have timetable to adapt and adopt good practice established elsewhere</p>	<p>SPLO and SP Team time</p>	<p>SPLO</p>	<p>“Golden Thread” evidenced between aims and objectives of Five Year Strategy, annual plans, and appraisal targets for team members</p> <p>Improved practice, builds upon established best practice</p>	<p>Learning Plan by December 2007 (informed by feedback from Audit Commission Inspection)</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>Agree with CB the criteria for issuing a steady state contract</p> <p>Issue final version to providers</p>	<p>Time of SPLO and CB members</p>	<p>SPLO</p>	<p>Steady state contracts issued.</p>	<p>Stability and can invest and plan business over three year time frame</p> <p>Contracts enable improved performance and delivery of outcomes for users</p> <p>Matrix and recommendations to CB in January 2008</p> <p>New contracts issued April 2008</p>
	<p>Revise De-commissioning Procedure</p>	<p>Time of SPLO and CSG/ CB members</p>	<p>SPLO</p>	<p>Clear procedures agreed in writing for de-commissioning following strategic sector or service review</p> <p>Level playing field</p> <p>Risks minimised</p>	<p>Procedure submitted to CB January 2008</p>
	<p>Develop proposals for external moderation of service reviews – involvement of CAG teams; benchmarking through CAG; input of commissioning colleagues and/ or external expert</p>	<p>Time of SPLO</p> <p>Time of CAG members</p> <p>Funding to purchase “critical friend” evaluation</p>	<p>SPLO</p>	<p>Contract monitoring quality assured and perceived (and evidenced) as high quality, consistent and fair by external stakeholders</p>	<p>Proposals to CB January 2008</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>Undertake analysis of PIs to benchmark between providers for different client groups/ establish trends</p> <p>Include in (quarterly) reports to CB</p>	Time of SPLO and team	SPLO	Identification of high performing and improving providers enables dissemination of best practice	Report to CB January 2008

Integration of Supporting People with Adults and Communities Practice and Commissioning Arrangements

Present Situation: Supporting People is positioned within the Strategy Division of the Housing Directorate of Birmingham City Council. The Strategic Director for Housing and Constituencies chairs the Commissioning Body and the Accountable Officer is the Assistant Director of Housing (Strategy). Joint work with other strategic partners has been slow to develop and the good practice developed through service reviews and contracting within the Supporting People programme has not been used to inform wider social care and health practice. Commissioning decisions to date have been relatively limited, and not yet aligned with those of Adults and Communities and Health – although the SP Lead Officer is a member of a number of joint commissioning boards and thus work in this direction is planned with the introduction of sector strategic reviews for older people and people with learning disabilities.

Development Need: To build on direction set out in “Creating Sustainable Communities”, and work to date within Birmingham City Council’s Adults and Communities to better integrate the work of the team with Adults and Communities and health colleagues, and establish integrated approaches to commissioning, quality assurance and procurement, which maximises the use of established best practice and resources, to ensure the full involvement of appropriate stakeholders in the sector strategic reviews.

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
7. Improved use of resources: better value for money from Administration Grant secured through effective joint working	7.1 Commissioning 7.2 Performance 7.3 Strategic reviews 7.4 Information and access				

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	7.1 Commissioning Participate in Adults and Communities (A & C) meetings to review structures of commissioning function	Time for SPLO to attend meetings and briefings	AO	SP expertise enhances existing commissioning and contracting practice Raised profile of preventative agenda	Ongoing New structures agreed and in place March 2008
	<p>Develop shared approach to commissioning, contracting and procurement of combined packages of care and support</p> <p>Develop a holistic approach to contract management, QA, performance and support/care planning.</p> <p>Introduce a framework for process re-engineering and delivery</p>	<p>Input of all commissioners</p> <p>ASC Contracts manager time</p> <p>SPLO and CCPMO time</p> <p>Relevant Care Management staff time</p>	AO/ SPLO	<p>Expertise/good practice shared and adopted</p> <p>Duplication minimised reducing bureaucracy for all parties</p> <p>Improved quality and VFM</p> <p>SP grant only on eligible services; targeted at those in greatest need</p> <p>Service users have more “seamless” experience of the services they need</p> <p>Delivery of change by negotiation with identified stakeholders within agreed timeframe</p>	<p>Agree model of commissioning December 2007</p> <p>Commissioning Plan April 2008</p> <p>Business case presented to Assistant Director September 2007</p> <p>Implementation April 2008</p>

Improvement and Development Objectives	Activities	Resources needed	Lead	Outcomes	Milestones and Timescales
	<p>7.2 Performance</p> <p>SP performance included in A&C corporate performance management and reporting systems</p>		SPLO	SMART targets monitored; performance of programme assured	April 2008
	<p>7.3 Strategic reviews</p> <p>Secure A&C and health representatives on the steering group for strategic sector reviews</p>	Time input of older people and learning disabilities commissioning managers	<p>SPLO</p> <p>Accountable Officer</p>	<p>Commissioning decisions support preventative agenda</p> <p>Duplication of services minimised</p> <p>Opportunities for joint review and contracting identified</p>	<ul style="list-style-type: none"> – Older People Steering Group meeting from September 2007 – Learning Disabilities Steering Group meeting from September 2007 – New service models identified March 2008

APPENDIX 1

Progress on key actions set out in the 2006/07 Supporting People Annual Plan

Action	Outcome to date
Complete all Audit Commission recommendations as contained in the report following issue of September 2006 inspection report.	All but four completed. Remaining four completed in part.
Secure efficiency savings	Budget now in surplus.
Extend passporting benefits to enable better equity of access to support.	Fairer Charging Policy revised on June 2006
Introduce Direct Payment option	CB debated this topic in June 2006 and decided not to implement at this stage.
Revise service review programme and repeat service reviews with a focus on continuing improvement and VFM	Programme revised and review schedule on target
Phase out non eligible provision as identified in the retraction plan.	Grant withdrawn or retraction plans in place.
Decommission poor quality provision.	Poor quality services de-commissioned and exit strategies implemented.
Introduce single referral pathways to some services	Introduced for the Offender and Domestic Violence sectors.
Revise steady state contract	Work in progress
Implement outcomes model	National and regional models piloted. Regional model to be implemented
Revise the Five Year Strategy	Strategy revision complete.
Introduce service user involvement and participation in service planning.	Service user officer recruited and plans underway to establish Citizens' Panel and lay assessor programme.
Address Cross Authority planning issues	Regular participation at CAG, RIG and RIG Executive
Work with key commissioners to develop clear processes for joint working	Links developed and regular attendance at commissioning and other groups established.

APPENDIX 2

Commissioning Intentions

The current Five Year Strategy includes a set of broad purchasing needs and reconfiguration requirements. There is a need to update this with a clear set of quantified and costed purchasing intentions which will enable current and prospective providers to develop and manage their business. The provisional view of the Commissioning Body is that the split of spending should move closer to the shares implied by the results of the needs analysis. The final column below shows the level of spending this would produce for each client group, if the overall grant for Birmingham remains the same. Strategic reviews by sector from September to December 2008 to validate the information will ensure priorities are shared, understood and influenced by key stakeholders. Investment decisions will be based upon the extent to which new developments meet these priorities as well as the impact of disinvestment.

Cluster group	Commissioning Intentions	Details	Spend at April 07	Projected spend at April 08	Proposed spend
Older people ■ Older people ■ Frail elderly ■ Older people Mental Health	Increase level of investment in OP services. Reconfigure existing services and commission new services.	Strategic sector review of all OP services will ensure services are aligned to the purchasing priorities for the Supporting People partners as updated in five year strategy revision August 2007. Funding released to develop new models of service with providers towards under funded and under provided groups to include frail elderly and older people with mental health problems. Explore Joint commissioning with Social Care	£7.8m	£8.3m	£10m including £1m for community alarm response

Cluster group	Commissioning Intentions	Details	Spend at April 07	Projected spend at April 08	Proposed spend
People with disabilities <ul style="list-style-type: none"> ■ Physical/sensory ■ Learning disability 	Increase level of investment	Strategic review of learning disability services will ensure services are aligned to the purchasing priorities for the Supporting People partners as updated in the five year strategy. Explore joint commissioning with Social Care	£7m	£8.1m	£9m
Single vulnerable 1 <ul style="list-style-type: none"> ■ Single homeless ■ Rough sleepers ■ Substance misuse 	Retain level of investment	Small scale investment Pursue joint commissioning opportunities with DAT	£8.6m	£8.1m	£9m
Single vulnerable 2 <ul style="list-style-type: none"> ■ Offenders ■ Mentally ill offenders ■ MH problems 	Retract and reconfigure level of investment	Develop new models of service with providers that move towards under funded and under provided groups to include those with more complex problems such as mentally ill offenders	£13.21m	£12.9m	£10.5m but reconfigure split across the client groups.

Cluster group	Commissioning Intentions	Details	Spend at April 07	Projected spend at April 08	Proposed spend
Generic	Remove and re-target generic provision	Further information about the role and function of generic provision requires further consideration.	£1.8m	£2.7m	£0.5m
Socially excluded <ul style="list-style-type: none"> ■ Travellers ■ HIV/AIDs ■ Refugees 	Commission travellers' service. Better target services for refugees within remaining provision. Develop capacity of existing HIV/AIDS services to meet needs	Ongoing research into needs of the travelling community will better inform commissioning decisions for this group. Further intelligence needs to be collated on HIV/AIDS client group sector to best target existing resources. The refugee sector has significantly reduced although no large scale residual unmet need has been experienced.	£3.7m	£2.9m	£2m
Young People <ul style="list-style-type: none"> ■ At risk ■ Leaving care ■ Teenage parents 	Increase level of investment noting limited investment in services for teenage parents and those at risk of being held in custody.	Young People needs potentially met through single vulnerable 1	£3.5m	£3.7m	£5m
Homeless families <ul style="list-style-type: none"> ■ Homeless families ■ Domestic violence 	Increase level of investment		£3.9m	£3.9m	£5m

In determining the revised client group funding allocations consideration has been given to:

- emerging issues and changing trends in the current market place
- the impact of Supporting People decommissioning and retraction activity
- the needs analysis
- the desire to retain a diverse market base
- the different levels and complexities of need
- the different service provision models
- information from the value for money and joint impact assessment exercises
- the use of the benchmarking and pricing tools developed in other Supporting People authorities
- patterns of spend demonstrated in other Supporting People regions and authorities

For further information please contact:

Supporting People

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www.birmingham.gov.uk/supportingpeople

GLOSSARY

A&C	Adults and Communities	PAT	Progressive Assisted Technology
ACI	Audit Commission Inspection	PLD	Physical and learning disabilities
AO	Accountable Officer	PO	Project Officer
BCC	Birmingham City Council	QAF	Quality Assessment Framework
BIADVF	Birmingham Inter-Agency Domestic Violence Forum	RSL	Registered Social Landlord
BME	Black and minority ethnic	SP	Supporting People
CAG	Cross Authority Group	SPLO	Supporting People Lead Officer
CB	Commissioning Body	ToR	Terms of Reference
CCPMO	Change this to Performance Manager in document and then remove from glossary	VCO	Voluntary and Community Organisation
CLG	Communities and Local Government	VFM	Value for money
CSDG	Core Strategy Development Group	VSO	Voluntary Services Organisation
CSG	Core Strategy Group		
DAT	Drug Action Team		
DV	Domestic violence		
EC	Eligibility Criteria		
FCA	Fairer Charging Assessment		
GIS	Geographic Information System		
JIA	Joint Impact Assessment		
KLOEs	Key Lines of Enquiry		
KPI	Key Performance Indicators		
LA	Local Authority		
LAA	Local Area Agreements		
LD	Learning disabilities		
MHT	Mental Health Trust		
OP	Older Persons		

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please contact the supporting people team on 0121 303 3901.**