

HOUSING SUPPORT TRANSFORMATION

Recommendations Framework

Appendix 3

Date: March 2017

Contents

1	Introduction	1
1.1	Context	1
1.2	Background	3
2	Transforming Housing Support	5
2.1	Vision Model	5
2.2	Objectives & Outcomes	6
2.3	Principles	6
2.4	Individual Recommendations	7
2.5	Approach	12
2.6	Scope	12
3	Delivery	13
3.1	Success Measures	13
3.2	Resource Requirements	16
3.3	Delivery Milestones & Decision Roadmap	17
3.4	Activities & Workstreams (Year One and Two)	18
3.5	Dependencies	20
4	Benefits	21
4.1	Direct Financial benefits	21
4.2	Indirect Financial Benefits	21
4.3	Non-financial benefits	22
4.4	Dis-benefits	26
4.5	Assumptions	26
5	Communication	27
6	Risks and Issues	30
7	Organisation	32
7.1	Governance	32
7.2	Key Roles	33

8	Glossary	34
---	----------------	----

1 Introduction

1.1 Context

Haringey has a refreshed strategic direction in the form of the Corporate Plan 2015-18 'Building a Stronger Haringey Together'. The plan places emphasis on the impact of cross-cutting prevention, early intervention, independence and capacity building opportunities for Haringey residents.

Completion of the Supported Housing Review was an objective under Priority 5 of the Corporate Plan. Due to the interconnected relationships between housing, health, support and social care, the Supported Housing Recommendations Framework will be jointly owned & underpinned by Priorities 2 and 5, with Priority 1 playing an important role in steering the development of housing support interventions for care leavers and homeless young people.

Priority 1: *Enable every child young person to have the best start in life, with high quality education*

- Children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time
- Children and families who need more support will be helped earlier before issues escalate

Priority 2: *Enable all adults to live healthy, long and fulfilling lives*

- Strong communities, where all residents are healthier and live independent, fulfilling lives
- Support will be provided at an earlier stage to residents who have difficulty in maintaining their health and wellbeing

Priority 5: *Create homes and communities where people choose to live and are able to thrive*

- Prevent homelessness and support residents to lead fulfilling lives
- Drive up the quality of housing for all residents.

The Council is operating in an environment of unprecedented change. There is increasing pressure to make savings that affect the revenue funding available for housing support and care. The Care Act (2014) and the Council's Medium Term Financial Plan (MTFP) set challenging targets for transformation in Adult Social Care. Supported housing and housing support have a significant role to play in enabling transition from residential care for adults with disabilities and preventing homelessness in the first instance that puts pressure on supported housing services.

As well as the pressure on revenue funding, the demand for temporary accommodation for homeless households and increasing demand for Extra Care for older people and adults with severe disabilities places competing pressure on the Council's physical assets. It is crucial that Council housing stock is utilised effectively to reduce the cost of placing people in temporary accommodation elsewhere. It is also crucial that opportunities to develop much

needed specialist housing on Council owned sites are realised, to offer high quality care and support services that meet the needs of current and future populations.

This document sets out the proposed strategic framework from which to rebalance housing support need and availability in challenging economic circumstances, whilst making best use of available opportunities and best practice. It proposes a transformation of supported housing and housing support that addresses the need to manage demand and maximise independence for vulnerable adults. The transformation proposed includes change to both the provision and commissioning practice around supported housing, towards a sustainable housing support offer that recognises the value of preventative support but that ensures those with the greatest support and care needs remain our focus.

1.2 Background

The Supported Housing Review commenced in December 2015, exploring Haringey's supported housing provision with the end goal of delivering a set of recommendations for change. This report describes those recommendations and the strategic framework that will drive their implementation.

Phase One of the review delivered [Project Initiation](#); clearly defining the scope, outcomes and deliverables of the project in addition to bringing together a governance structure. Phase Two concluded in July 2016 with a comprehensive [Needs & Gaps Analysis](#), following a range of engagement and research activities.

The analysis showed that whilst supported housing in Haringey provides an important service to vulnerable adults there are significant areas of unmet need due to the pace of change within the Haringey population as well as the national political context. This need makes a compelling argument for a broad change of direction in housing support commissioning to address the following issues;

- **Cost-effective resource;** supported housing is undoubtedly a cost-effective resource that reduces and manages demand on a range of other acute and reactive housing and social care service provision. Currently though, valuable supported housing assets are not enabling the Council to respond to vulnerability, housing, health and community safety issues early enough. Assets could be better used to reduce the pressure on temporary accommodation, residential and nursing care facilities.
- **Reactive not preventative;** despite the preventative intention of housing related support, most people who access supported housing do so after a period of crisis rather than to prevent one. Additionally, the majority of floating support is provided to people living in temporary accommodation and thus equally reacting to, rather than preventing, homelessness.
- **Ageing models of support;** many of the supported housing delivery models in place have not changed for a long period of time and are no longer in line with best practice or the current or projected needs of vulnerable Haringey residents. This has resulted in an imbalance between the amount and type of housing support available and what is actually needed.
- **Low expectations for residents;** aspirations for vulnerable people in supported housing were typically felt to be low, with limited options for increasing independence and inclusion and high rates of eviction, abandonment and repeat stays in supported housing for some client groups. For people with particularly complex needs, services are not encouraged to think innovatively or take positive risks to secure housing & health outcomes where traditional methods have not been successful.
- **Inefficiencies;** a lack of integration between housing support and social care leads to inefficiencies, with clear opportunity to improve and streamline practice. A lack of coherence across support and care pathways results in the low utilisation of some types of supported housing even where demand is high elsewhere. Performance, outcomes monitoring and data collection practices do not provide sufficiently useful or good quality evidence to enable effective commissioning.

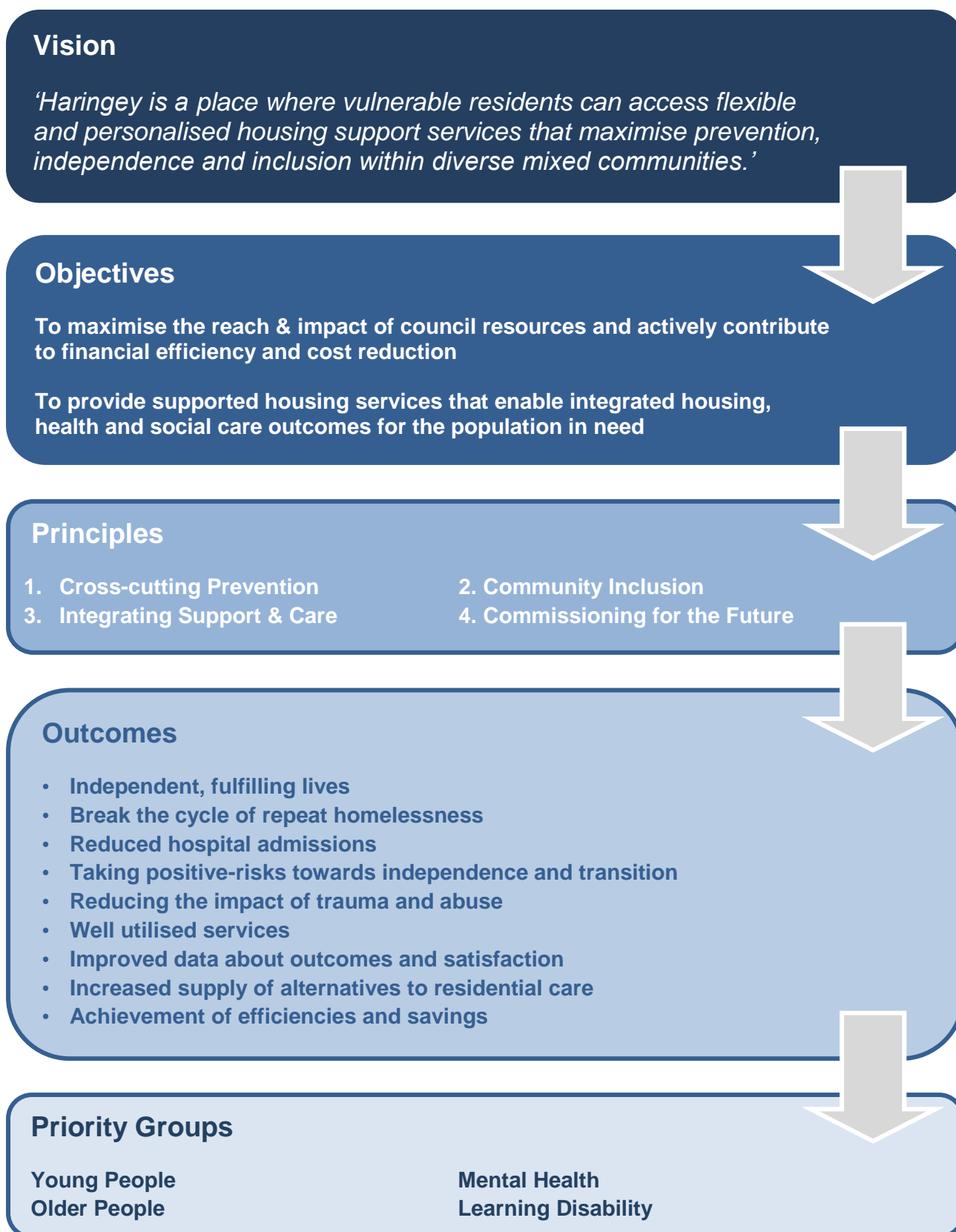
Figure 1

Area	Overview Needs & Gaps	Supply & Demand
Older People	<ul style="list-style-type: none"> • Low demand for low support accommodation • Higher demand and low availability of floating support and appropriately timed aids & adaptations • Increasing demand for supported housing for those with higher support • Gap between supported & care provision (Extra-Sheltered) • Under-utilisation of communal spaces • Significant disparity between quality/suitability of schemes across borough 	<ul style="list-style-type: none"> • Over supply of 300 units of low-support provision • Gap for 200 units of Extra Care provision • Gap for sheltered housing for people with LD and MH
Young People	<ul style="list-style-type: none"> • Lack of specialism in current support provision around risk, vulnerability, education, training and employment (ETE) and health • Current pathway not meeting needs of the most vulnerable & in need • High rate of tenancy failure in care leavers • High rate of eviction & abandonment in all supported housing types • Need for purpose built, age-specific provision for the cohort of young people/care leavers • Current commissioning for this group is high cost & low yield • Gap in supported housing for young parents • Need for 'crash-pad' provision for young people in short-term housing crisis 	<ul style="list-style-type: none"> • 60 young people leave care annually, with 'bulge' anticipated 2017-2020 • 40 homeless young people referred to pathway each year • 10-15 young parents without supported housing offer
Learning Disability	<ul style="list-style-type: none"> • Low demand for low-level preventative supported housing • High demand for supported living units now & in future • Gap in choice & control of supported housing options • Very few independent living options • Gap in availability of gender & age specific services • Gap in provision of social inclusion and wellbeing activities 	<ul style="list-style-type: none"> • A further 63 units by 2018 (MTFP) • Additional 40 units by 2030 (pop growth) • 50/60 young people with LD transitioning to Adult Care each year
Mental Health	<ul style="list-style-type: none"> • Increasing demand at low-medium-high support levels • Success of Housing First pilot • Need to address sluggish access & assessment processes • Need to reduce delayed hospital discharge • Small cohort of women with unmet complex needs around trauma • Gap in integrated floating support to enable move-on for those who need medication support • Expectation to 'prove' tenancy readiness stunts move-on 	<ul style="list-style-type: none"> • A further 145 units by 2018 (MTFS) • Additional 51 units by 2030 (pop growth)

2 Transforming Housing Support

2.1 Vision Model

Figure 2



2.2 Objectives & Outcomes

Although underpinned by the overarching priorities and objectives of the Corporate Plan, the Housing Support Transformation programme has two discrete objectives, with the intention of enabling measurable and focussed outcomes for vulnerable residents and the Council. How outcomes will be measured is outlined in [Section 3.1](#)

Figure 3

Objectives	Outcomes
<i>'To provide supported housing services that enable integrated housing, health and social care outcomes for the population in need'</i>	<ul style="list-style-type: none"> • Vulnerable adults will feel they that their housing support enables them to lead fulfilling and independent personal and social lives • Vulnerable adults will be offered supportive interventions that prevent and/or break the cycle of homelessness and tenancy failure • Reduced acute admissions to hospital for adults with housing support needs, by intervening in health and housing issues earlier • Adults with disabilities will be encouraged to take positive risks to move-on in their lives and transition from high-lower support services • Women with complex needs will be supported to holistically address the impact of trauma and abuse
<i>'To maximise the reach & impact of Council resources and actively contribute to financial efficiency and cost reduction'</i>	<ul style="list-style-type: none"> • Supported housing services will be well utilised with low void periods, efficient throughput and well managed referral processes • Improved data about the people who access housing support, their outcomes and satisfaction with the service will be utilised to inform future commissioning • Increased supply of viable alternatives to residential care for adults with disabilities • The housing support and care market will be dynamic and responsive to the boroughs commissioning needs • Commissioning will achieve financial savings by remodelling housing support in line with assessed needs and gaps

2.3 Principles

The transformation of housing support is based on a vision of included communities, where residents with additional needs are empowered to thrive. Building and strengthening networks of family, social and locality-based support will prevent housing and health crisis and respond proactively to long-term needs to prevent costly escalation and dependence.

To achieve this vision, the Council proposes to adopt principled commissioning practice to create a spectrum of more integrated housing support and accommodation that better meets short and long-term need with an overarching preventative trajectory.

- **Cross-cutting Prevention;** using the Prevention Pyramid model ([Figures 9 & 10](#), pg 18-19), housing support services will support prevention in multiple housing & health areas; preventing homelessness, reducing demand on supported housing, and preventing escalation into residential care and unplanned hospitalisation. The transformation programme will create a more preventative housing support offer,

proactively supporting at-risk groups & reducing the social & financial cost of homelessness and housing crisis.

- **Integrating Support & Care;** bringing together services, professionals and commissioning functions will create more robust pathways of housing support & care. This approach will ensure that people don't 'fall through the net' between services, offer opportunities to secure better value for money and efficiency as well as taking greater advantage of available best practice and innovation
- **Community Inclusion;** housing support should reduce social exclusion, isolation, stigma and multiple disadvantage by securing housing, work and wellbeing opportunities that bring diverse people and services together. Encouraging supported housing services to work together to create volunteering, employment and relationship-building opportunities that will outlast someone's stay in supported housing, building resilience in our communities and fostering good relationships between Haringey's diverse cultures, identities and experiences.
- **Commissioning for the Future;** maximising the reach of revenue funding and capital assets to meet the changing demographics and support needs of Haringey residents. Commissioning will deliver improved value for money, work more collaboratively to achieve innovation and create a housing support sector that is responsive to the changing political and economic landscape.

2.4 Universal Recommendations

The Supported Housing Review [Needs and Gaps Analysis](#) identified four groups where there are immediate opportunities for change and improvement using the strategic principles outlined above. Figure 4 (pg. 11) identifies the specific recommendations for each of those client groups and Figure 5 (pg. 12) shows how each recommendation aligns with the strategic principles.

In addition to recommendations for individual groups of people who use supported housing there are five overarching and universal recommendations for change across the supported housing portfolio, as follows;

Recommendation1:

Create a **Supported Housing Tenants Charter** that sets out our commitments to supported housing service users affected by change as part of this programme. It should recognise the intersecting identities and experiences of vulnerable people, give a platform to marginalised voices and embed co-design as the route to achieving a transformed supported housing offer in Haringey.

To ensure supported housing tenants are involved, informed and assured of our commitment to improvement, it is proposed that a **Supported Housing Tenants Charter** be produced. As well as detailing the explicit commitments and opportunities for supported housing tenants, the Charter will act as a pledge to actively involve, empower and give voice to marginalised people such as adults with learning disabilities and women with complex histories of homelessness and trauma. It is proposed that the development of the Charter be led by the Supported Housing Review Members Working Group in partnership with supported housing service users and Council officers.

Recommendation 2:

Amend the current **social lettings quotas** for people leaving supported housing to create more distinct groups and accurately reflect data on need.

The Annual Lettings Plan 2017/18 will describe a rebalanced and refreshed quota for the allocation of social lettings that reflects usage and current need from vulnerable priority groups. Current quotas are under-used and there is no clear eligibility criterion for accessing them from supported housing. The proposals set out below have been provisionally agreed in partnership with Homes for Haringey.

Client Group	Current Quota	Utilisation (2015/16)	Proposed Quota
Care Leavers	66	50	66
Supported Housing Move-on	50	21	0
Housing First (Mental Health)	5	5	10
Learning Disability	0	-	10
Complex Needs (Single Homeless)	0	-	20
Total	121	76	106

Recommendation 3:

The Housing Strategy commitment to **build new specialist housing** should be rigorously explored across the borough to increase the available supply of supported housing.

New developments; seeking opportunities to build new specialist housing for adults with disabilities should be embedded within all planning activities. All proposed redevelopment areas and local area action plans should proactively discuss this housing type. The type, specification and number of which should be individually discussed and agreed for each site and lessons learned from neighbouring boroughs, such as Islington, regarding configuration and charging.

Planning; there is need for a more coherent and structured approach to the development of new supported housing, jointly owned across Housing & Adults departments. A Supported Housing Development Plan, detailing needs across different client groups, potential sites and partners would improve responsiveness to emerging central government funding streams as well as providing evidence to aid 106 negotiations in larger regeneration projects such as Wood Green and Northumberland Park.

Recommendation 4:

Commissioning practice should mandate **improved and streamlined data collection and outcomes monitoring** practices in supported housing as well as a **commitment to provider collaboration** that strengthens relationships between vulnerable people and their communities.

Data collection is currently inadequate to really understand the cohort of people in supported housing, their needs, identities and experiences, reasons for homelessness and

histories within our services. This prevents high-quality commissioning practice from taking place and makes it challenging to track and identify emerging needs in a responsive way.

Commissioning practices, documents and contracting arrangements should ensure that support providers collect and report on data about the people they are supporting as well as the performance of their service.

Additionally, it should be a requirement that providers take responsibility for reducing duplication of effort, working together to create opportunities and sharing information and documentation appropriately to reduce the administration burden on service users when they enter or move between services.

Recommendation 5:

Build on the proud LGBT history in Haringey by improving the **data collected, professional training and visibility of the LGBT supported housing community**, with particular focus on older and younger people, people from BAME communities and those with disabilities.

The Supported Housing review highlighted lack of data and awareness about LGBT people in supported housing. Given the complex interrelationship between homelessness, sexuality and social exclusion, it is important that Council adheres to and exceeds its duties to vulnerable LGBT people.

As part of the Council's work with Stonewall to improve support for LGBT employees, it has been flagged that a commitment to tenants of general needs and supported housing would be a welcome development. It is recommended that this work be given sufficient platform to create a 'rainbow friendly' approach to people who approach any supported housing or housing support provider for support to prevent homelessness or reduce social care dependence.

2.5 Specific Recommendations

Figure 4 sets out the specific recommendations for the four priority client groups, work on which will commence with immediate effect following Cabinet approval.

Figure 4

Recommendations	
6. Young People	<p>6a. Commission an entirely new and integrated pathway of supported housing for homeless young people and care leavers, with a range of provision types, settings and support-levels that enable young people to build on their skills, interests and assets towards independent living</p> <p>6b. Create a specially designed resilience and independent living skills programme for young people in supported housing as a prerequisite to move-on, ensuring young people leave supported housing with the skills and confidence to never return, to reduce tenancy failure, boost employability and strengthen healthy and positive choice-making.</p>
7. Mental Health	<p>7a. Create a peripatetic access and intervention team, aligned with locality mental health models, housing offices & support services; offering short-term tenancy sustainment interventions, medication support, pathway assessment and ongoing referrals/signposting for</p>

	<p>people at risk of homelessness or hospitalisation due to mental health conditions.</p> <p>7b. Conduct a short and separate evaluation of the mental health supported housing pathway with specific focus on contributions to reducing hospital admissions, reducing delayed discharge from hospital, employability, skills and community contributions and reducing risk and offending behaviour</p> <p>7c. Increase the capacity of the Housing First scheme, in recognition of the excellent outcomes and value for money it has demonstrated supporting adults with very complex mental health and homelessness histories</p> <p>7d. Pilot the Psychologically Informed Environment approach to create a designated service for women with complex needs around trauma, substance use and homelessness.</p>
8. Learning Disability	<p>8a. Remodel and rebalance the supported housing provision for adults with learning disabilities to create more supported housing for those with higher needs which is much needed as an alternative to residential care and to support adults with more complex and interconnected disabilities and health conditions</p> <p>8b. Create a 10-unit social lettings quota for adults with learning disabilities as a route into independent living out of supported housing.</p> <p>8c. Commission a specialist floating support scheme for those living independently, which enables people to build strong peer and community networks, pool resources and add value to the communities in which they live.</p>
9. Older People	<p>9a. Support Homes for Haringey to remodel the current supported housing offer for older people, moving to a hub and cluster approach with 8 open-access hub services spread equally between the east and west of the borough that will make better use of facilities as well as supporting older people in a more personalised way.</p> <p>9b. Commit to building 200 units of Extra-Care provision in the borough by exploring the potential redevelopment of existing sheltered housing schemes for this purpose. This will start with in-depth appraisals of nine Council sheltered schemes as well as discussions with RSL's about other suitable sites in the borough.</p> <p>9c. Increase the availability of floating support for older people to enable extended independence in the community and ensure earlier access to assistive technologies, adaptations and social inclusion activities</p>

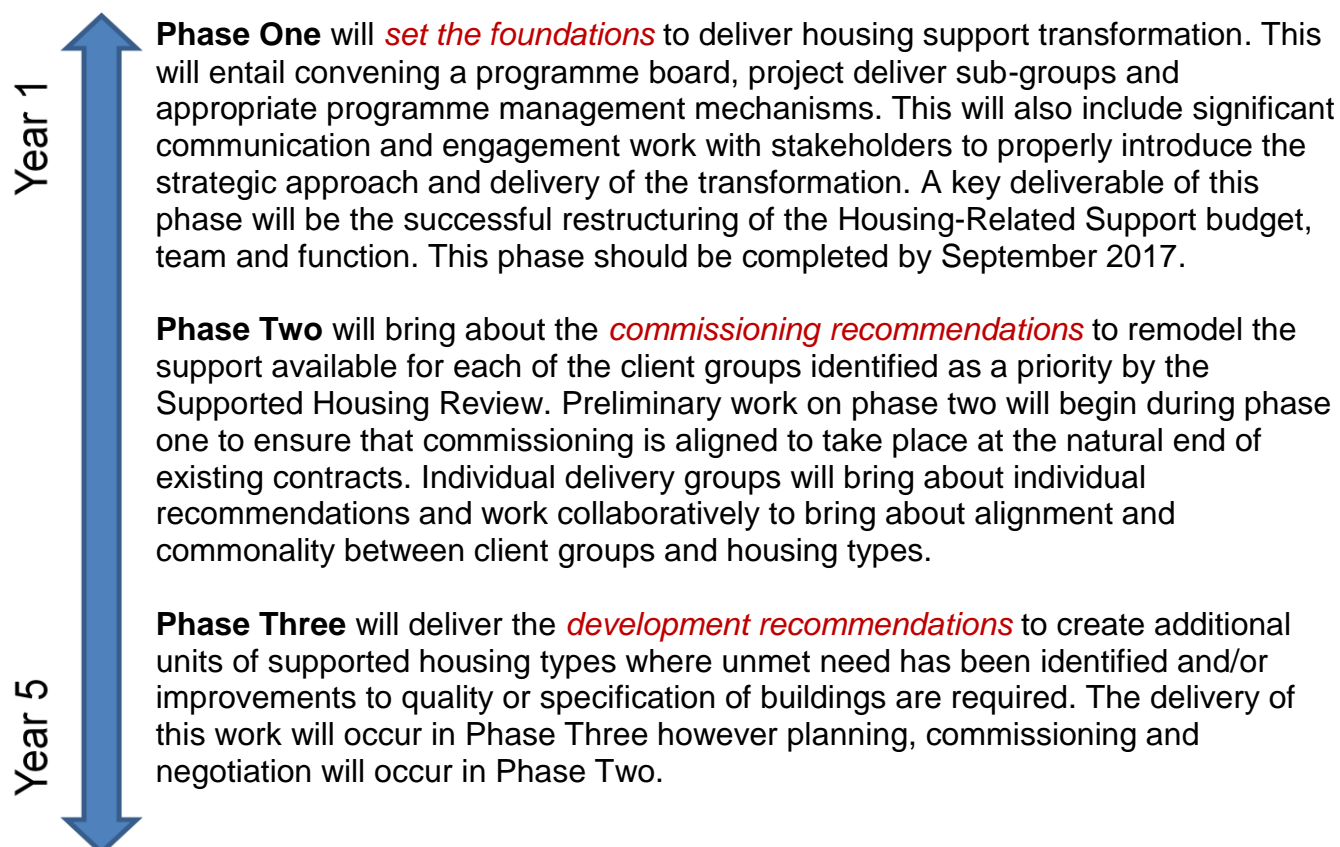
Figure 5 (below) gives an example of how recommendation 6a and 6b (young people) are centred in the four Supported Housing Principles identified in [Section 2.3](#). The aim is that all supported housing will clearly demonstrate how they deliver these principles.

Figure 5

Integrating Care & Support	<ul style="list-style-type: none"> • Bringing together the supported housing for homeless young people and care leavers into one pathway offer • Bringing together housing and social care professionals to make sure young people receive the right support when they need it • Enabling care leavers to transition into adulthood after a planned period of housing support that tapers towards independence • Giving all vulnerable young people an equal service and a solid platform of support, tackling the stigma of 'care' and 'homeless' labels 	<ul style="list-style-type: none"> • Preventing young people from ending up in the 'cycle of homelessness' by creating a housing support offer focussed on tenancy sustainment with opportunities to learn and practice independent living skills and tenancy support when it's time to move-on • Offering homeless young parents supported housing to prevent homelessness, reduce inappropriate temporary accommodation • Preventing harm; reducing evictions and abandonments related to crime, victimisation and arrears. 	Cross-cutting Prevention
Community	<ul style="list-style-type: none"> • Create informal opportunities for young people to learn skills & get involved through volunteering, peer support, time credits • Reduce the risk of youth violence, gang affiliation & sexual exploitation by creating supported housing that manages risk & creates diversionary opportunities • Integrate our supported housing offer more closely with the existing youth offer and plans for YouthZone • Reducing the stigma of living in supported housing by creating smaller services within communities 	<ul style="list-style-type: none"> • Balancing the costs and outcomes of supported housing for young people • Building capacity in the supported housing sector to create more innovative and efficient models of support • Using modern procurement practices and systems to provide small, specialist provision for young people with particular needs • Ensuring a clearer picture of the needs, demographics & outcomes of vulnerable young people is collated through improved reporting practices & data collection 	Commissioning for the Future

2.6 Approach

It is proposed that the programme to transform housing support takes three initial stages over a five year period, 2017-2022. Some of the phases will have overlapping & interdependent work streams and it will be necessary to build flexibility and dynamism into the market and service models, to respond to almost certain changes in the political and economic landscape within the period the framework is live.



2.7 Scope

The framework relates specifically to those changes and priority client groups identified as part of the Supported Housing Review conducted in 2016. However, the scope of future housing support transformation work will be broader and will change over time. The intention of this document is to create a dynamic framework that has the capacity to adapt & respond to the changing political and economic context that housing support operates within.

Included within the scope of this document, are the following groups;

- **Service Users;** all people who currently receive or live in supported housing or housing support services, especially those people receiving support under the client groups 'older people, 'learning disability, 'mental health' and 'young people/care leavers'. This includes people who receive services funded by both/either Housing-Related Support and Social Care teams and should particularly consider the needs of individuals with protected characteristics as defined by the Equality Act (2010).
- **Service Providers;** any or all organisations that are part of the supported housing sector, who currently or may in the future bid for, win and/or provide housing support

services to any of the previously mentioned client groups of Haringey residents. This includes providers who may wish to engage in supported housing development work with the Council, supply properties for the provision of supported housing and those who only wish to provide the support/care element of the service.

- **Homes for Haringey;** All teams within Homes for Haringey will contribute to the achievement of this transformation work, but within scope for change are the Supported Housing Service, Housing Demand and Tenancy Services.
- **Council Departments;** within particular scope are the Housing-Related Support and Adults Commissioning Teams who are responsible for engaging with the market identified above and commissioning services from it. Other Council teams and departments that will be required to support the delivery of this programme include; Housing Strategy & Commissioning, Planning, Procurement, Legal Services Finance and the Shared Service Centre.

3 Delivery

3.1 Success Measures

Successful delivery of the programme's recommendations will be evidenced by improved and positive outcomes for vulnerable service users and the services that support them. Figure 16 outlines the 8 indicative outcomes and the indicators that they are being achieved, which will be further developed and specified throughout the life of the change programme in housing support.

Figure 6

Outcome	Indicator	Measure/Target
Vulnerable adults will feel they that their housing support enables them to lead fulfilling and independent personal and social lives	Adult Social Care Survey - Social Isolation	Increase the percentage of people who use services with their care and support, who state that they have as much social contact as they would like to 44.5% by 2018.
	Average Mental Wellbeing score of Haringey adults measured by a survey (Short Warwick-Edinburgh Mental Wellbeing Scale).	Increase in the average Warwick-Edinburgh wellbeing score to 30 by 2018.
	Overall satisfaction of people who use services with care and support.	To achieve a 61.9% satisfaction rate by 2018.
	Proportion of people who use services, who say that those services have made them feel safe and secure.	To maintain a satisfaction rate of 86.45% by 2018.
	Proportion of people who use services, who have control over their daily life.	To achieve a 73.25% percentage outturn by 2018.
Vulnerable adults will be offered supportive interventions that	Positive move-on from Supported Housing	Minimum of 85% positive moves from all supported housing pathways
	Repeated & broken stays supported	<i>Baselines to be identified by</i>

Outcome	Indicator	Measure/Target
prevent and/or break the cycle of homelessness and tenancy failure	housing pathways	<i>delivery group(s)</i>
	Evictions and abandonments from Supported Housing	Reduce evictions from supported housing pathways to a maximum of 5% 0 abandonments that result in rough sleeping
	Homelessness acceptances for vulnerable single adults	To reduce the number of single people accepted as homeless
	Social lettings quota usage and tenancy monitoring	<i>Baselines to be identified by Lettings Plan 2017/18</i>
Reduced acute admissions to hospital for adults with housing support needs by intervening in health and housing issues	Non elective admissions to hospital	Reduce 3.4% per year to 2018
	Housing support interventions offered & accepted by vulnerable tenants with long-term health conditions especially mental health.	<i>Baselines to be set by delivery group(s)</i>
Women with complex needs will be supported to holistically address the impact of trauma and abuse	Positive move-on from Supported Housing	Minimum of 85% positive moves from all supported housing pathways
	Evictions and abandonments from Supported Housing	Reduce evictions from supported housing pathways to a maximum of 5% 0 abandonments that result in rough sleeping
	Drug treatment starts & completions	<i>Baselines to be identified by delivery group</i>
Supported housing services will be well utilised with efficient throughput and well managed assessment and referral processes	KPI Workbook Utilisation returns	Minimum 98% utilisation rates for all supported housing pathways
	KPI Workbook Throughput/Move-on Returns	Throughput targets set & monitored for individual contracts. Minimum of 85% positive moves from all supported housing pathways
	Contract Monitoring – Referral & Assessment	Maximum 48hr wait for assessment in short-term services Maximum 7-day wait for assessment in long term services Waiting lists updated & cleansed every 6 months

Outcome	Indicator	Measure/Target
Increased supply of viable alternatives to residential care for adults with disabilities	No. of Extra Care Units available	Additional 100 units online or due to come on line by year end 20/21
	No. of Supported Living Units available	Additional 29 units for adults with learning disabilities online by year end 18/19
		Additional 30 units contractually committed through s.106 agreements in new developments at Wood Green and Northumberland Park by year end 20/21
The housing support and care market will be dynamic and responsive to the boroughs needs	Co-production activities with service users	A service-user steering group will be set up for each priority client group area that will be included in design and delivery of the transformed approach to housing-support.
	Attendance at market shaping events	Attendee register identifying a mix of SME, voluntary sector, local and national providers engaged
	Number and quality of bidders on Dynamic Purchasing System Framework	DPS bidding data identifying a mix of SME, voluntary sector, local and national providers expressing interest
Commissioning will achieve financial savings by remodelling housing support in line with assessed needs and gaps	Savings made by commissioning an integrated Young People's Pathway	Savings of £600,000 achieved by year end 18/19
	Savings made by remodelling the learning disability housing support offer	Savings of £33,000 pppa for every transition from residential care into supported living

3.2 Resource Requirements

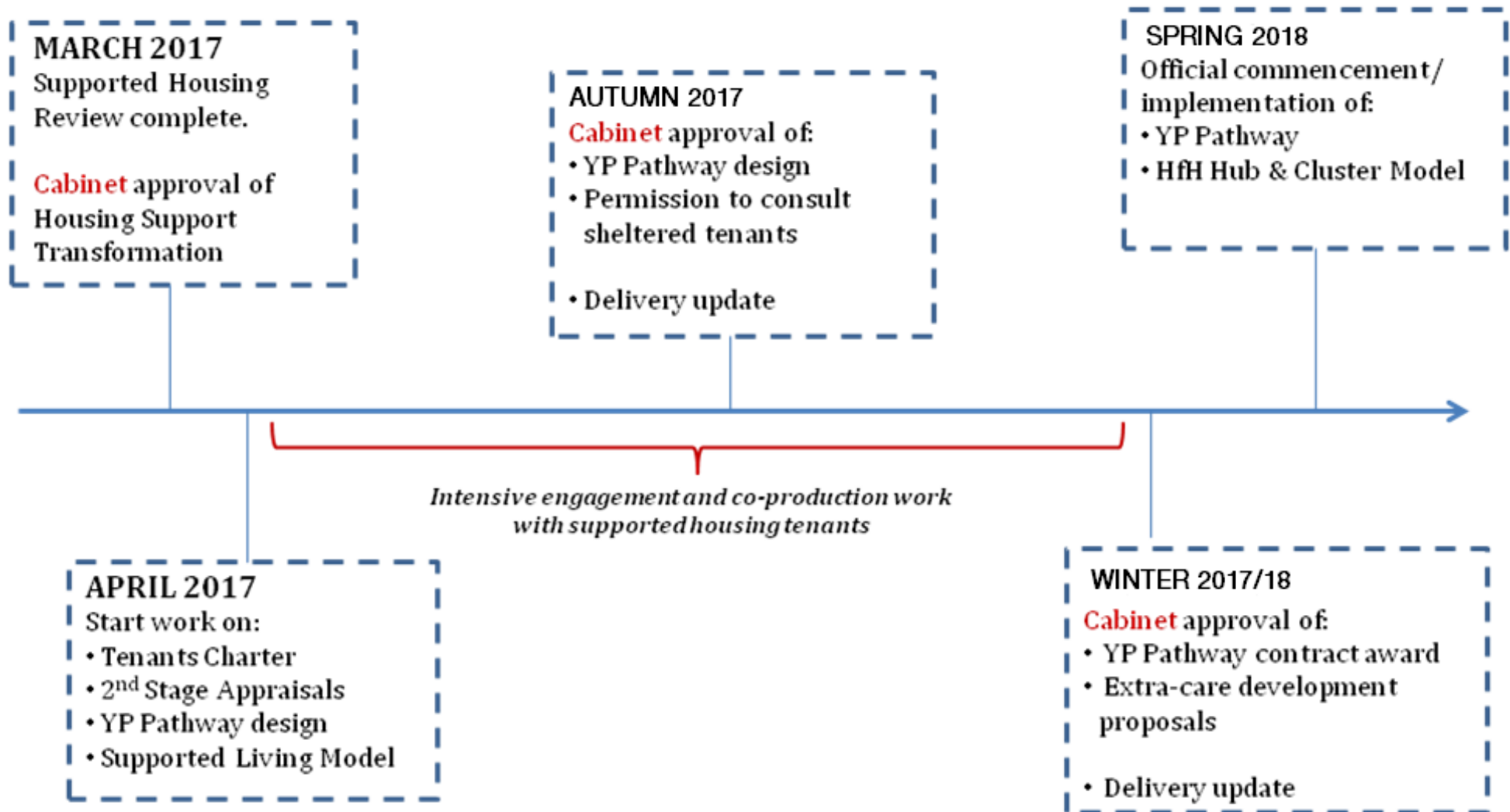
To deliver the transformation outcomes and savings, initial and ongoing human and financial resources will be required. The most significant of these is the capacity of Council officers identified in lead roles to commit to delivering individual projects alongside business as usual.

The majority of financial resources required for the delivery of the transformation programme will be found through a process of rationalising existing housing-related support contract values and commissioning plans. Integrating the housing-related support team into Adults Social Care will also enable access to social care and pooled budget funding for future commissioning of mental health services but this needs to be agreed formally as part of the delivery programme.

Resources for the completion of building surveys and some engagement work with affected supported housing tenants have been identified as a budget commitment from the Housing Strategy & Commissioning business unit.

3.3 Delivery Milestones & Decision Roadmap

Figure 13



3.4 Activities & Workstreams (Year One and Two)

Formal programme and project plans will be developed when the framework commences operation and progress reported as part of Priority 2 and 5 Boards. Governance structures identified in [Section 7.1](#) will monitor the programmes pace and direction through milestone trackers and a dedicated highlight reporting suite.

Figure 14

Workstream / Theme		Activity	Objective	Lead	Target Date
1	Delivery Groups	Identifying lead officers. Creation of individual delivery plans for each priority client group. Agreement of delivery group reporting procedures	To ensure the recommendations for each priority client group achieve the desired outcomes and savings on time.	AD Adults Commissioning/ AD Housing & growth/ Programme Manager	By end Q2 2017/18
2	Commissioning Intentions	Market analysis; mapping; benchmarking; co-production with service users & carers	Agree clear commissioning intentions to stimulate the market, increase range and volume of provision	AD Adults Commissioning	End of Q2 2017/18 following approval
3	Commissioning Logistics	Support models, service specifications, ITT documents, evaluation panels	To design and deliver high quality service models and bid evaluation methods.	Programme Manager/ Lead Commissioner (Older People)/ Young Adults Service Manager	Mid Q3 2017/18
4	Co-design	Co-creation of new models and services with current or previous service users inc. in procurement	To ensure service users are at the heart of new developments and commissioning is steered by their experience & insight	Engagement & Co-design Officer	To start in Q1 17/18
5	Market shaping	Engage with existing providers to increase their service offers; attract new local and national providers into Haringey	Develop a diverse market place able to support service user needs for housing support in the borough	AD Adults Commissioning	ongoing
6	Reviews	Re-assessment of around 29 LD adults for independent living/Keyring scheme and a further 29 for moving into supported living from residential.	Identify their individual support needs & suitability for transition	Service Providers & Adult Social Care Social Workers	Ongoing in Yr 1&2
7	Buildings	Conduct a scoping	To rebalance under	Head of	Q2

		<p>exercise to map availability of all supported housing buildings/units & types in the borough.</p> <p>Complete 2nd Stage Site Appraisals of identified older people's schemes.</p> <p>Engage with residents to co-produce ideas/designs for Extra-care</p> <p>Identify as a priority, social lettings for LD adults to enable remodelling of supported housing</p>	and over-provision and identify opportunities for redevelopment or redesignation that better meets the needs of vulnerable adults.	Housing Strategy & Commissioning/ Head of Asset Management (HfH)/ Head of Operations (HfH) / Head of Tenancy Services (HfH)	<p>2017/18</p> <p>By end of Q2 2017/18</p> <p>Q1-Q3 2017/18</p> <p>Ongoing through Yr1 & Yr2</p>
8	Staff Consultation & Restructure	<p>Design restructured housing support function</p> <p>Consult with housing-related support team staff due to be restructured</p>	To achieve the cross-cutting prevention principle by integrating and aligning aspects of this function with Adults Commissioning	Head of Housing Strategy & Commissioning/ Head of Commissioning (Adults)	By end of Q2 2017/18
9	Procurement	<p>Tender and procurement of agreed YP Pathway model</p> <p>Negotiating and issuing revised contracts for LD supported housing</p> <p>Negotiating revised SLA agreement with homes for Haringey for Older People's supported housing</p> <p>Procuring evaluation for MH Pathway</p>	To tender & award the housing support contracts to suitably qualified service provider(s)	Lead Commissioners/ Procurement Team/ Programme Manager	<p>Q1 April 2018/19</p> <p>Q3/4 2017/18</p> <p>Q4 2017/18</p> <p>Q3 2017/18</p>
10	Development	Engage an Extra Care development partner; agree terms, contracts and timelines.	To achieve growth in the number of Extra care units available in the borough	Head of Housing Strategy & Commissioning/ AD Adults Commissioning	Start in Q3 2018/19

3.5 Dependencies

Figure 15

Give/Get	To/From	Dependency	Action	Date Required
Get	<i>Housing Support Stakeholders</i>	Internal and external stakeholders need to be invested in the new approach to housing support for its outcomes (both cultural, personal and financial) to be achieved	Attendance at stakeholder meetings, delivery sub-groups and 1-1 meetings. Collaboration in the design and delivery of new models and approaches. Commitment to joint commissioning, budget pooling and knowledge sharing within the Council and NHS Trust	Ongoing but with forward plan of meetings and commitments in place by end of Q2 2017/18
Get	<i>Co-design Team</i>	Service users need to want to engage in the design of new services and support models.	Create an offer that is attractive to service users; expenses, CV building support, time-credits (?)	Ongoing but with start date of Q1 2017/18
Get	<i>HR/Recruitment</i>	Programme Manager to be in place to coordinate the delivery of individual transformation projects	Begin recruitment for this role as soon as Cabinet agreement achieved for recommendations.	In place by end of Q2 2017/18
Get	<i>HR/Housing & Growth Directorate</i>	Restructured HRS roles and functions needs to be in place to deliver the rest of the programme	Begin restructuring ASAP	Complete by end of Q2 2017/18
Get	<i>Adults Social Care</i>	Making sure reviews are completed at all stages to identify suitable LD clients	Programme Manager to engage ASC & supported housing providers to schedule and complete reviews. Identify internal owner to ensure timely completion for Yr 1 and 2.	In a staged approach over a two year period with all 29 adults transitioned by the end of Year 2, end of Q4 2018/19
Get	<i>Building Surveyor</i>	Potential new Extra-Care developments cannot take place without 2 nd stage building appraisals	Full 2nd stage assessments of identified potential buildings	Complete by end of Q2 2017/18

4 Benefits

4.1 Direct Financial benefits

Financial benefits will be achieved by;

- Creating alternatives to residential care for adults with learning disabilities
- Integrating commissioning budgets and practices to secure better value in young people's services
- Reshaping the operating budget for Homes for Haringey Older People's supported housing, making a 5% saving

Figure 5 illustrates the anticipated financial benefits where they are currently understood. A more detailed budget for each area will be developed by lead officers and the Programme Manager as part of delivery planning.

Figure 5

Client Group	2017/18	2018/19	Total
Young People	-	£600,000	£600,000
Learning Disability	£470,000	£500,000	£970,000
Older People	£200,000	-	£200,000
Total	£670,000	£1,100,000	£1,770,000

4.2 Indirect Financial Benefits

The most significant financial benefits will be achieved by managing the demand for residential and nursing care provision, particularly to ensure older people achieve greater independence and social inclusion.

As at December 2016, 801 adults live in residential or nursing care placements in Haringey, with an average cost of £875.56 per person per week. 130 Extra Care placements are currently commissioned as an alternative to this, with a further 52 units opening in Spring 2017. An average Extra Care placement is £357.57 per week, a saving of £517.99 per person per week. For every additional bed of Extra-Care we are able to offer as an alternative to residential care, a saving of £26,000 per year is realised. If the reconfiguration of a current low-demand sheltered scheme yielded a new 50-unit Extra Care scheme, it would generate a £1,300,000 saving in one year compared with the equivalent residential care placements.

Preventing homelessness is a key element of housing support for single adults, helping to keep people in work and housing when they find themselves in need of support. Figure 6 outlines some conservative estimated costs of resolving single homelessness at the point of first contact and if left unresolved, after a one year period.

Figure 6

Client Example ¹	Short-term Prevention (no supported housing)	One-year homelessness (with supported housing)
19-yr old woman, asked to leave by	£1,558	£11,733

¹ 'At what cost?' http://www.crisis.org.uk/data/files/publications/CostsofHomelessness_Finalweb.pdf

family at first contact		
30-yr old man, rough sleeping for 3 weeks at first contact	£1,426	£20,128
Adult with learning disability death of carer leads to first contact	£4,726	£12,778

Adults who are vulnerable due to severe mental health conditions are more likely to be made homeless, come into contact with criminal justice services and have unplanned hospital admissions where discharge is delayed. The personal, social and economic costs of this are incalculable. However, figure 7 gives an estimation of some of the financial costs where crisis is not prevented and figure ** shows the costs of offering support that prevents and manages housing & health crisis.

Figure 7; Reactive Response to Mental Health Need

Arrest leading to admission and treatment under Section 2 of the Mental Health Act ²	£13,719.00
33 night average stay in NHS acute psychiatric inpatient bed – (£360 per night)	£11,180.00
One year stay in forensic mental health supported housing service	£22,993.74
One-year weekly NHS support for adults with dually diagnosed mental health and substance use needs ³	£2,475.74

Figure 8; Preventative Response to Mental Health Need

One-year weekly NHS support for adults with dually diagnosed mental health and substance use needs ⁴	£2,475.74
One-year tenancy support service from Housing First	£9,200.00

4.3 Non-financial benefits

Working Together with our Communities - We will increase community participation for residents, by providing opportunities to connect people to their communities in Keyring schemes, intergenerational activities in sheltered housing.

Customer Focus - Providing more personalised housing support options that promote independence & inclusion within our communities for adults with vulnerabilities. Offering users of housing support services the opportunity to co-produce new service models in partnership with Council officers to ensure their voices are centred in future developments.

Prevention & Early Intervention – This framework will increase opportunities to prevent and intervene in housing and health crisis sooner, enabling vulnerable adults to remain in their homes, jobs and communities, reducing social isolation and the stigma of institutionalisation.

Figures 9 & 10 show 'Prevention Pyramid' diagrams. They illustrate activities at population, community and individual levels and at three tiers of support intensity (primary, secondary or tertiary with primary the lowest support available) to prevent the escalation of housing support and care need. Figure 9 shows housing support activities in Haringey 'As-is';

² 'Costs of the police service and mental healthcare pathways experienced by individuals with enduring mental health needs' (2016) <http://bjprcpsych.org/content/bjprcpsych/early/2016/03/10/bjprcpsych.114.159129.full.pdf>

³ 'NHS Reference Costs 15/16'

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577083/Reference_Costs_2015-16.pdf

⁴ 'NHS Reference Costs 15/16'

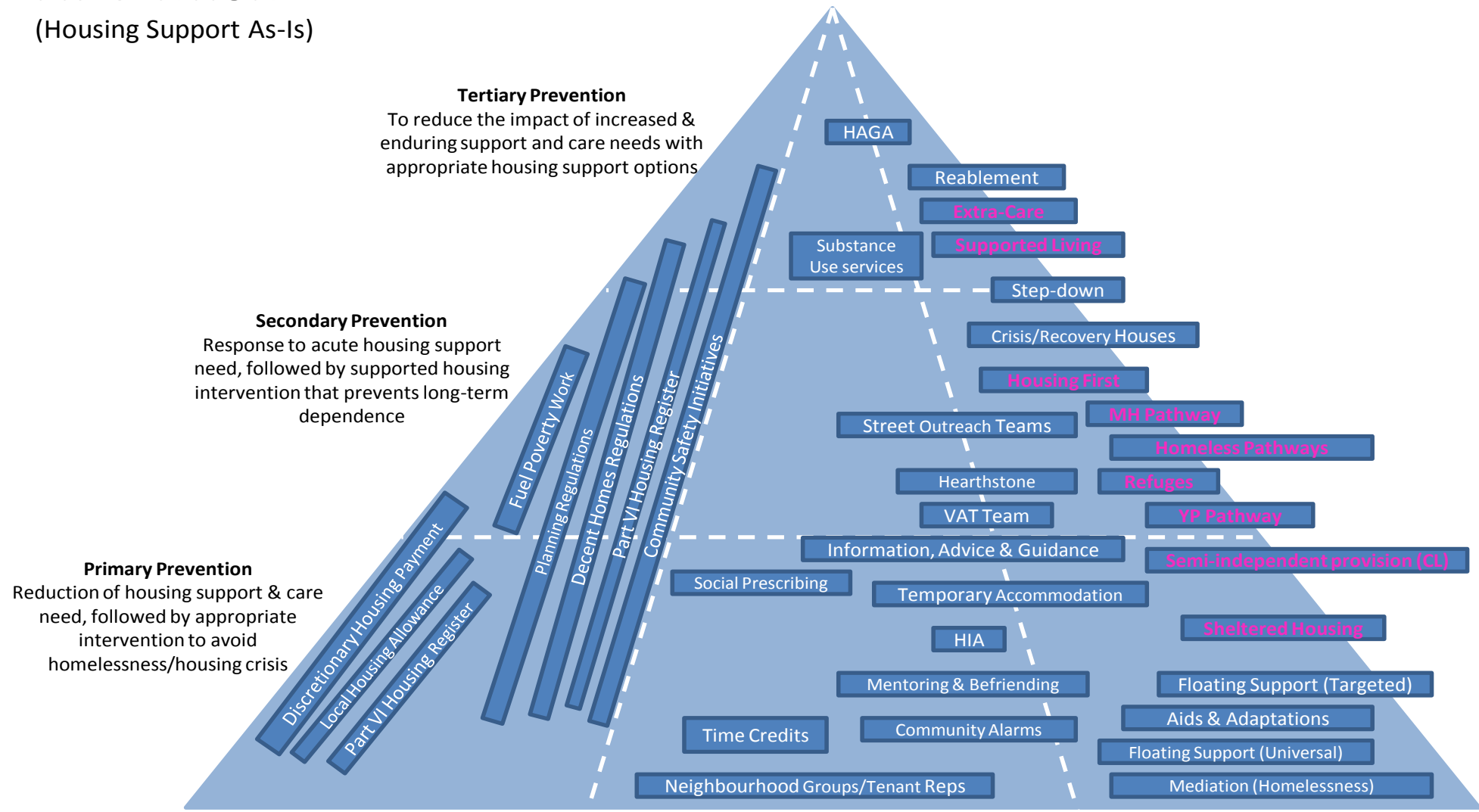
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577083/Reference_Costs_2015-16.pdf

services work mostly at individual level to react to crisis and provide support to individuals to manage housing and social care needs. Figure 10 shows the 'To-be' vision; a wider base of services that are working in stronger partnership with each other at primary community and individual level to genuinely prevent crisis and intervene early when someone needs support.

Figure 9

PREVENTION

(Housing Support As-Is)



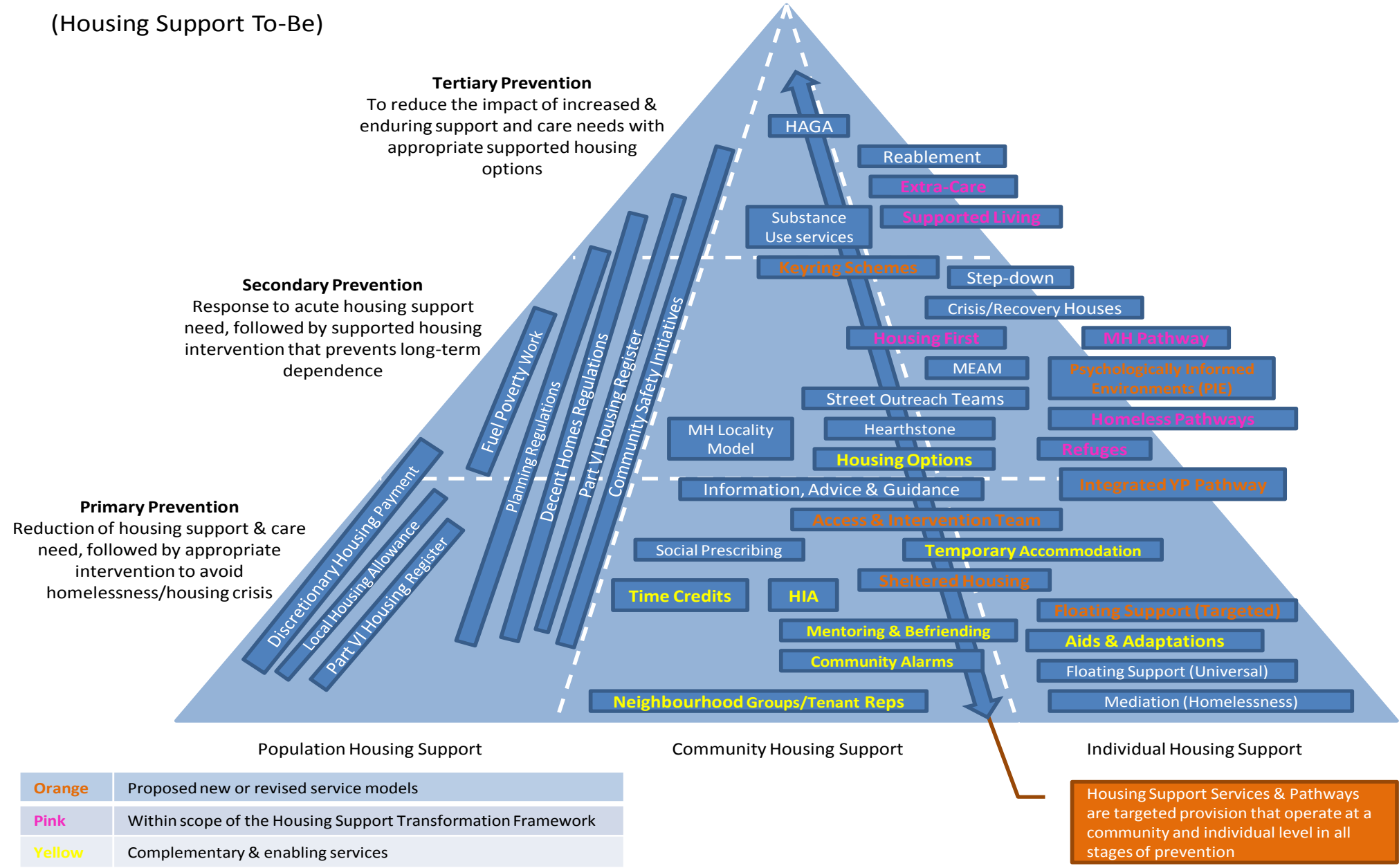
Housing Support Services & Pathways are targeted provision that operate primarily on an individual basis at secondary prevention level and above

Pink Directly within scope of Supported Housing Review

Figure 10

PREVENTION

(Housing Support To-Be)



4.4 Dis-benefits

- a) Short-term resource requirements to implement such significant change to the housing support portfolio (see Figure 11)
- b) Disruption to current lifestyles for anyone who required to decant their property
- c) Short term: Stress/heightened anxiety around the changes
- d) Potentially negative media coverage as a result of proposals to close older people's schemes

4.5 Assumptions

- a) There are sufficient resources in Adult Social Care and Housing and Growth to deliver the transformation programme
- b) There are adults currently residing in residential care who are suitable and willing to move into supported housing
- c) There are adults currently living in supported housing who are suitable and willing to move into independent tenancies as part of a Keyring scheme
- d) There is supported housing within the Council's portfolio that is suitable and well placed for redevelopment as Extra Care or other in-demand supported housing types
- e) The range and volume of complementary services for vulnerable adults is available and providers are willing to engage in work to improve alignment and partnership approaches
- f) The range and volume of complementary services for older people are available and willing to build partnerships with sheltered housing hub services
- g) The new model of housing support will deliver the anticipated savings

5 Communication

Given the wide-ranging benefits and impacts of the housing support transformation work, a comprehensive approach to communicating and involving relevant stakeholders is required. The following tasks will be undertaken by the dedicated Programme Manager (Housing Support) within the first quarter that the strategic framework is live;

- a) Key messages prepared for use with local media and stakeholder groups
- b) Detailed staff communication to be devised in conjunction Communication Officers
- c) Detailed and targeted service user/carer communication to be devised in conjunction with Communication Officers for groups affected by each of the changes
- d) Individual consultation plans and documents will be devised for all service users of housing support services that are proposed for reconfiguration as part of the transformation work (a detailed consultation plan is contained within the overarching Consultation Business Case for Priority 2)

Figure 16 (below) identifies the key stakeholders to be included in communication, co-design and consultation about the Supported Housing Recommendations Framework and how the Council will approach them to widen participation, inclusion and investment in the programme.

Figure 17

Stakeholder Group	Areas of Interest	Relationship to	Approach
Service users of supported housing	Changes to access and availability Closure or reconfiguration of schemes Fears about transitioning into new homes Opportunities to receive improved care/support	They will be directly affected by the changes. Some will be involved in co-production	Focus groups Co-production opportunities Letters/e-mail Formal consultation (where appropriate)
Public	Closure of designated OP schemes Changes to access and availability	Impact on local service provision Impact on family members	Website Published Lettings Plan

Providers	Opportunity to deliver services/collaborate over the delivery of services/influence service redesign	Impact on the market, and their particular market share in the borough. Opportunity to collaborate & bid for new opportunities.	Website Market Engagement Events Provider Forum Partnership Boards
Legal Services	Transformation of housing support	To provide the service with legal advice on any changes regarding the transformation.	Email Meetings
Finance	Savings	To review the financial savings linked to the project and the financial viability of the new models	Email Meetings
Human Resources	Staff consultation	To provide advice, guidance and support on any changes affecting employees	Email Meetings
CCG, BEH	Joint work around the Mental Health Pathway, Secondary Care Locality Teams & potential pooling of budgets for a preventative Access & Intervention Team.	Partner in MH Pathway, key agent in changes to MH Pathway that may arise from evaluation.	Email Meetings Stakeholder Groups
Members	Affected services within ward boundaries Public facing – progress of programme, comms etc	Impact on ward residents. Opportunity to champion new developments.	Quarterly Members Briefings Email Meetings
Carer & service user representational groups	Services that are subject to change/closure/re-designation	They will be directly or closely affected by the changes. Some will be involved in steering groups & co-production	Focus groups Co-production opportunities Letters/e-mail Formal consultation (where appropriate)

Partnership Boards and other fora e.g. Older People's Reference Group; LD Partnership Board, Adults Partnership Board, Carer's Reference Group, VAWG Strategy Board,	Strategic direction of the Council in various areas of directly or indirectly related provision. Data holders of statistics, needs data and technical specialism which will be beneficial to pathway and service redesign in all areas.	<p>They will not be directly affected by the changes.</p> <p>They will be involved in shaping and steering changes and will be a conduit for communication with a wider audience</p>	<p>Email</p> <p>Meetings</p> <p>Stakeholder Group Invitations</p> <p>Delivery Group Membership</p> <p>Joint commissioning</p> <p>Joint bidding</p>
--	---	--	--

6 Risks and Issues

Figure 18

Risk	Mitigation	Likelihood	Impact H/M/L
<p>1. PROVIDER MARKET Insufficient alternative community support & inclusion available to meet the needs of vulnerable adults moving-on into independent tenancies in Keyring etc</p> <p>Buildings may not be found through tendering processes that are suitable for supported housing as identified by the Supported Housing Review</p>	<p>Map current community provision available to support adults with LD.</p> <p>Engage with Keyring to ensure appropriate transitional support is in place for those leaving supported housing.</p> <p>Consider usage of current TA and OP schemes. Give providers plenty of time to secure buildings. Engagement work with providers ahead of tendering.</p>	M	M
<p>2. RESOURCES Commissioning resources will be insufficient to manage the volume of change</p>	<p>Allocate resource for a dedicated Prog Manager for Year 1.</p> <p>Implementation planning & delivery subgroups formed as early as possible.</p> <p>Financial modelling work has taken place as part of the SHR to identify available resources.</p> <p>Contract waivers/extensions and variations have been sought to spread commissioning of new or recurring contracts over framework lifespan</p>	M	M
<p>3. CONTRACT/LEGAL Current providers may not wish to continue working with the Council in the new model.</p> <p>Further contract extensions in lieu of full tender exercises may not be possible due to EU procurement law.</p>	<p>Commissioning meetings with providers to develop the new model for learning disabilities, PIE service for women with complex needs etc.</p> <p>Engage other providers to ensure a broad base in the supported housing market should current providers disengage.</p> <p>Map of current contract end-dates in place, LD contracts due for retender imminently, YP end in 2018, MH 2020 and OP service-level</p>	L	M

	<p>agreement with HfH has no specific end date.</p> <p>Advice from Legal on possibilities and alternatives for LD contract extensions if necessary.</p>		
<p>4. REPUTATIONAL Intense negative public and media reaction to reconfiguration and possible closure of older people's schemes resulting in reputational damage and additional pressure on staff</p>	<p>Likelihood of actual closure of services is low; reconfiguration is in the public interest & beneficial to older people and other vulnerable groups.</p> <p>Clear communication plan;</p> <ul style="list-style-type: none"> • Proactively develop and use key messages for use with media and newsletters / updates • Establish a communication sub group to handle communications across closures (LD & OP) <p>Incoming communication 'traffic' to be directed to a single source</p>	M	M
<p>5. SERVICE QUALITY Service users and their carers are not sufficiently engaged in the process</p>	<p>Set-up a service user steering group for each client group – engage in co-production wherever possible.</p> <p>Targeted engagement and co-production work with groups who may need to move house to enable changes to take place.</p> <p>Comms Plan to include regular & occasional correspondence with service users/carers/services (ensure easy-read format) Updates at Carer Forums/LDP</p>	L	M
<p>6. COMMISSIONING We won't be able to identify providers with sufficient skills to deliver the integrated YP Pathway or the MH Access & Intervention Team</p>	<p>Preliminary scoping and benchmarking exercises have explored YP Pathways in Camden & Westminster and Peripatetic MH Teams in Lambeth.</p> <p>Engage specialist YP providers in joining DPS Semi-Independent Framework</p> <p>Market engagement work to encourage partnership bid/proposals</p>	M	M

Inexperience of joint commissioning new models on such a large scale	between housing & health providers Delivery subgroups led at AD Level, dedicated ProgM to steer and highlight issues/risks regularly at Board level.		
7. FINANCIAL The projected savings will not be achieved through the remodelling of the housing-support offer. Savings calculations are based on average unit costs and transformation reviews may generate suitable people for transition for whom such savings are not accurate.	Work with Finance to determine the possible variation on the financial benefit. Initial calculations have already generated a lower & higher threshold of savings. Current commissioning practice is inefficient and economies of scale are not being achieved due to spot purchase arrangements & small contracts.	M	H

7 Organisation

7.1 Governance

The Priority 2 & 5 Strategic and Operational Boards provide overall direction to the project, setting out what is required, authorising work and monitoring progress. The Priority Board is also responsible for ensuring that benefits are realised. The Priority Board will monitor overall programme and project delivery through the principle of ‘management by exception’- that is the assumption that approved plans / deliverables / benefits in projects are on track unless told otherwise.

A Supported Housing Review Delivery Board will be made up of senior officers from Housing & Growth as well as Adult Social Care. They will oversee the progress of the programme and provide management to the Programme Manager throughout the framework period. It is likely this group will be made up of the same Senior Officers who made up the Supported Housing Review Project Board.

The Programme Manager provides oversight and management of the concurrent projects within the programme. They monitor and report success indicators, risk & issue mitigation and overall programme progress to the Priority Board via highlight reports & milestone tracker. They work with project managers to ensure coherence across the projects and work to ensure the strategic reach of the programme is maximised & integrated into projects elsewhere in the Council. They act as the conduit for communication and progress reporting between priority boards and departments.

Delivery Sub-Groups provides day to day management and delivery of the project. They identify issues and reports activity to the programme manager through the regular meetings & highlight reports. It identifies monitors and mitigates risks. It manages resources to deliver the project, and monitors budgets and savings, and delivery of benefits to ensure these will be realised. It is responsible for delivery of the project.

7.2 Key Roles

Figure 19

Name	Position	Role
Charlotte Pomery	Assistant Director Adults Commissioning	Joint Programme Sponsor
Dan Hawthorn	Director Housing & Growth	Joint Programme Sponsor
Alan Benson	Head of Housing Strategy & Commissioning	Joint Programme Executive
Tbc	Programme Manager (Housing Support Transformation)	Programme Manager
Tbc		Young People Delivery Subgroup Lead
Tbc		Learning Disability Delivery Subgroup Lead
Tbc		Older People Delivery Subgroup Lead
Tbc		Mental Health Delivery Subgroup Lead

8 Glossary

Crash-pad – a very short-term supported housing intervention for young people who are homeless or in need of a break from a foster care or other housing placement. Usually offered for no more than a week whilst the young person is supported to resolve any issues and return home.

Child Sexual Exploitation (CSE) – child sexual exploitation is a type of sexual abuse. It can refer to acts of violence as well as inappropriate behaviour and relationships with others. It can potentially involve trafficking and prostitution and could be perpetrated by peers as well as people much older.

Cycle of homelessness – this refers to a pattern of repeat stays in supported housing, often punctuated by eviction, spells in hospital and/or prison as well as a likelihood of rough sleeping. The term was coined to acknowledge the harm caused by these experiences, often resulting in entrenched patterns of behaviour and long-term periods of instability and poor health.

Extra-Care – a modern alternative to residential care providing high-intensity support, typically for older people but with models emerging for working-age adults with disabilities. A type of housing where personalised levels of support and personal care are provided to frailer older people who have individual tenancies. Some Extra-care schemes can be mixed tenure with some tenants renting and others owning their properties.

Extra Sheltered – A type of medium-intensity supported housing that provides housing support to sheltered housing tenants but with the additional provision to offer some personal care as part of the service for those who need it. For example, the service might have staff on-site for longer periods than typical sheltered housing, or offer medical rooms or cleaning services.

Floating support – this type of housing support is not linked to a specified building where the recipient lives but can move with them. It can be provided in someone's home or any setting agreed between key-worker and service user. It is typically low-intensity, for no more than a couple of hours each week and is usually intended to support a person to remain independent and prevent homelessness.

Housing Support – support that is provided with housing as a key focus. Housing support may be provided as part of supported housing, or in someone's home to help them live independently or prevent homelessness. Housing support also includes services such as home improvement agencies, community alarm systems, housing advice and street outreach teams.

Key-ring Network – a group of 9 tenants living in independent tenancies close to each other are supported by a Community Living Volunteer, creating a network of mutual support and community inclusion. The Community Living Volunteer might help them read and understand letters, find out about local events and groups and get together as a group. Members of the network may receive other types of support and care in addition to being in the network.

Medium Term Financial Plan (MTFP) – Haringey's strategy that sets out proposals to make the challenging savings targets required by central government by 2020. A key element of this plan is finding cheaper and more appropriate alternatives to residential care for adults who are able to live more independently.

Multiple and Complex Needs – this describes the interconnected and complex issues faced by a small number of people, often leading to long-term unaddressed homelessness, e.g. concurrent severe and enduring mental health conditions, substance and alcohol use, histories of abuse and histories of institutionalisation in prison, hospital or care setting.

Pathway – this describes a collection of housing support and/or care services that work together as a pathway, usually supporting people to move through services in a staged way towards a particular

goal. In housing support pathways the goal is typically to greater or full independence in a stable long-term home.

Psychologically Informed Environment (PIE) – supported housing services that are developed to specifically respond to the psychological and emotional needs and capacities of service users and staff. PIE's often have formal psychological input on-site, with spaces designed to improve wellbeing and encourage change.

Residential/Nursing Care – a type of high intensity supported housing that provides personal care to residents as part of the package. It is typically used for older people and people with severe and enduring disabilities who are unable to care for themselves. Provision of meals and other household support are part of this service.

Semi-independent Housing - this is a type of supported housing for care leavers aged 18 years and older. It is usually provided in shared houses with support available from either paid staff or responsible tenants until young people are ready to move-on into independence.

Supported Housing – housing where the offer of support is an integral part of the tenancy. Supported housing can be short-term to address a period of crisis or homelessness, or long-term to support someone to live with a chronic condition or disability.

Supported Living – a type of supported housing that offers high intensity support for adults with disabilities. Supported living properties and tenancies are tailored to suit the specific and often complex housing and care needs of the individual tenants. Supported living is an alternative to residential care for many adults with disabilities.

Supported Lodgings – a type of provision where young people are offered a room in the home of a host family. The host family are assessed, vetted and trained to provide low-level support to the young person to help them learn independent living skills and prepare for their own home. This type of housing support is typically offered to young people who are not assessed as suitable for supported housing due to vulnerability or because they are working.

Support Model – the different methods, styles and approaches that organisations use to provide support to people who live in supported housing. This usually entails some sort of assessment and then a support plan that details what will happen to support the service user to regain, retain or develop their independence. Support models usually have a theoretical basis, different coaching and communication styles and paperwork.

Temporary Accommodation – short-term accommodation provided to households who have made a homelessness application under Part VII of the Housing Act (1996/2002). No support is provided as part of this type of accommodation although some households may be offered support that visits them whilst they reside here.