

## **NOTICE OF MEETING**

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# **Cabinet Member Signing**

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FRIDAY, 18TH JULY, 2014 at 09:30 HRS – CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

**Councillor Alan Strickland – Cabinet Member for Housing and Regeneration**

### **AGENDA**

**1. URGENT BUSINESS**

To consider the admission of any new items of urgent business.

**2. AWARD OF CONTRACTS FOR PATHWAY PHASE TWO (HOUSING RELATED SUPPORT) SHORT TERM SUPPORTED HOUSING - (1) SPECIALIST SUBSTANCE MISUSE AND OFFENDER SERVICE (2) COMPLEX NEEDS SERVICES (PAGES 1 - 20)**

(Report of the Interim Chief Operating Officer). The report seeks approval to the award of new contracts, in line with Contract Standing Order (CSO) 9.07, in relation to the services above.

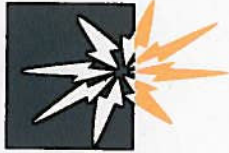
**3. NEW ITEMS OF URGENT BUSINESS**

To consider the admission of any new items of urgent business admitted under Item 1 above.

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Published: 10 July 2014



**Haringey Council**

<b>Report for:</b>	<b>Cabinet Member Signing 18 July 2014</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Award of Contracts for Pathway Phase Two (Housing Related Support) Short Term Supported Housing (1) Specialist Substance Misuse and Offender Service and (2) Complex Needs Services</b>
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<b>Report Authorised by:</b>	<b>Tracie Evans, Interim Chief Operating Officer</b>  Signed: 
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<b>Lead Officer:</b>	<b>Mustafa Ibrahim, Head of Commissioned Services Community Housing Services</b>
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<b>Ward(s) affected: ALL</b>	<b>Report for: Key Decision</b>
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1. Describe the issue under consideration
  - 1.1 The Housing Related Support Commission Plan 2012-2015 sets out the Council's Commissioning priorities and details in particular the need to develop a Pathway of short term supported housing for the mental health, young people, single homeless and substance misuse and offenders sectors.
  - 1.2 After extensive stakeholder consultation a Haringey Pathway model has been developed and the second of three procurement phases for the new Pathway has been completed.
  - 1.3 This report relates to the tender for the following services in the Specialist service level of the Pathway being implemented in Phase Two, the:
    - Substance misuse and offenders
    - Complex needs
  - 1.4 This report recommends the award of new contracts, in line with Contract Standing Order (CSO) 9.07.



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## 2. Cabinet Member introduction

- 2.1 The Housing Related Support Pathway is a planned approach to the delivery of services for Mental Health, Substance Mis-use, Offenders, Single Homeless, Complex Needs and Young People.
- 2.2 The Pathway contract model delivers innovation in personalised approaches to service delivery; and efficiencies in value for money savings, and utilisation of services through improvements to the assessment of needs, referrals, move through services, and move on to independence.
- 2.3 I am pleased to recommend results of the procurement for new contracts in Phase Two of the Pathway. I welcome the quality and efficiency improvements in the new contracts and the savings achieved; and the opportunity for further innovation in the development of Phase Three.

## 3. Recommendations

- 3.1 That the Cabinet member agrees the award of the contracts to the successful tenderer as outlined below in accordance with Contract Standing Order (CSO 16.03).

<b>Lot 1</b>	<b>Company</b>
Short Term Supported Housing Specialist Substance Misuse and Offender Service	St. Mungos Community Housing Association
<b>Lot 2</b>	<b>Company</b>
Short Term Supported Housing Complex Needs Services	St. Mungos Community Housing Association

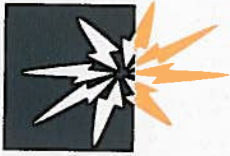
- 3.2 That the contracts are awarded for a period of four years with an option to extend for a further period of up to two years.

## 4. Alternative options considered

- 4.1 The option of extending the existing contracts was not available beyond 2015 as the contracts had previously been extended. No other options were considered.

## 5. Background information

- 5.1 The Housing Related Support (HRS) programme funds support services for vulnerable people in Haringey. There are currently over 60 contracts for support provided to a wide range of client groups including older people; people with mental health problems or learning disabilities; women fleeing domestic violence;



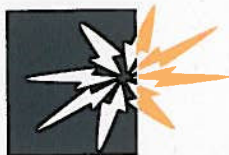
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people with substance misuse issues; those at risk of re-offending and those at risk of homelessness.

- 5.2 The purpose of HRS is to enable individuals and families to maintain independence; and not to lose their housing and then require higher level interventions. Support is low level and is not care, therefore it can be deemed as 'hands off not hands on'.
- 5.3 Support can be delivered through an accommodation based service (short or longer term depending on need) or by floating support, whereby support can cease when the service user has resolved their support issues. This accommodation based support is the subject of these contracts and is essential in preventing homelessness.

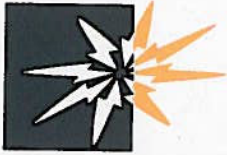
**Pathway Model**

- 5.4 Haringey's Housing Related Support Commissioning Plan 2012-15, agreed by Cabinet in July 2012 sets out the future commissioning priorities for HRS and includes the development of the Pathway.
- 5.5 The Pathway model is a tried and tested approach and is known to make the best use of resources available by providing a coordinated approach to different levels of targeted support; resulting in fluid movement through services, avoiding duplication, freeing up higher support provision for those in the greatest need, and reducing the use of temporary accommodation and preventing homelessness.
- 5.6 Following benchmarking with other local authorities, the design of the Pathway was finalised through extensive stakeholder consultation (see Appendix A).
- 5.7 The Pathway will be supported by robust processes and procedures to that ensure that services users understand the model, have realistic expectations regarding move on, voids times are reduced and referrals include high quality information.
- 5.8 The Pathway will overseen by a Pathway Manager and arranged into 4 levels:-
  - 5.8.1 The Assessment Service will provide fast access short term (up to 12 weeks) intensive support to identify the service users' needs so that an appropriate placement can be made. This is a new type of service in Haringey.
  - 5.8.2 The Specialist Services will provide high levels of support with a sector focused response for Mental Health, Young People, Substance Misuse and Offenders and Complex Needs (such as rough sleepers). Service users may stay in this level for up to 18 months. There is a higher proportion of specialist support accommodation in the new Pathway compared with existing provision.



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- 5.8.3 The Engaged and Planning Service will be for those who have engaged with the Specialist or Assessment services and are ready to move to the support level, or can demonstrate stable engagement with statutory services, require low to medium support and are ready to work on their long term plans for independence. Service users may stay at this level for up to 12 months.
- 5.8.4 The Move Through Service will focus on the skills required to sustain a tenancy and live in the community. Service users may stay in this level for up to 12 months.
- 5.9 The Pathway Manager will meet regularly with service providers to review service users' progress. This will ensure that service users are in the right level of support according to their needs; and moves through the Pathway are facilitated when they are ready to move on. The final move out of the Pathway will be predominantly to the private rented sector through both support provider and Council initiatives. A small number of service users may be able to access social housing through support provider nomination agreements with registered social landlords.
- 5.10 All services in this tender will provide short term accommodation with support. Support plans will be developed with service users and will provide targeted support to improve health, economic wellbeing, safety and security, independent living skills, access to education and training and ensure that residents are involved in their immediate and wider community. These plans will have the effect of reducing antisocial behaviour, improving health outcomes and preventing homelessness, enabling residents to move to independence.
- 5.11 The objectives of the tendered services are:
- a) To provide a high quality accommodation based support service as part of Haringey Council's HRS Accommodation Pathway.
  - b) To support people to continue to address their offending behaviour issues and increase their ability to live independently.
  - c) To work in partnership with statutory agencies such as Health, Housing, Social care, the Police and Probation ( and others in the MAPPA structure) to ensure continued engagement with services, compliance with statutory orders, community orders and licenses and plan for independence.
  - d) Reduce illicit drug use and associated harm by supporting residents to engage in treatment.
  - e) Develop and jointly review person centred support plans with other agencies that have contact with the service user.
  - f) To promote health and wellbeing and work with residents to address any acute health issues.
  - g) Provide support to enable people to live independently and maintain their accommodation with any risk to themselves or others minimised through robust assessment, management and support.
  - h) To prepare service users for moves through the Pathway utilising all resources available.
  - i) To manage service users expectation in relation to move on options.



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- j) Work assertively with people whose behaviour may be challenging and difficult.
- k) Support people in work, training, education and financial inclusion.
- l) Develop policies and procedures that ensure that the service is of a high quality as measured by the Quality assessment framework (QAF).
- m) Recruit, train and develop staff with appropriate skills, qualifications and competencies who are committed to the delivery of a high quality service user centred service.
- n) Implement a robust outcomes and performance monitoring framework so that the quality of the service can be demonstrated, on a schedule bases and as required.
- o) Implement a locality management/community safety policy.
- p) Work with the Commissioning Team and Pathway Manager to develop the service, improve Haringey's HRS Accommodation Pathway and measure outcomes.

**Pathway Procurement**

- 5.12 A Pathway approach, developed in response to feedback from providers and users and benchmarking best practice, is proposed for future provision for the client groups of Single Homeless; Substance Mis-Use and Offenders; Complex Needs; Mental Health, and Young People.
- 5.13 The Pathway procurement is being delivered in three phases. Phases One and Two in January and April 2015, and Phase Three in April 2016. This report relates to Phase two.
- 5.14 The three phases of the Pathway procurement will deliver a number of improvements:
  - 5.14.1 An expansion of 25 units of accommodation in the provision of a new Assessment Service - This service is critical to delivering the benefits of the pathway, reducing the use of temporary accommodation, and minimising evictions from supported housing.
  - 5.14.2 A new foyer of 30 units of accommodation - increasing the level of support available to young people.
  - 5.14.3 Ensuring that people in the greatest need can access specialist services - Targeted voids in lower level support will make sure people in specialist services can move on when they are ready.
  - 5.14.4 A multi agency and focused asset based approach to support service users' engagement - Specialist provision in particular focuses on service users self identified strengths and interests to support compliance with statutory orders and ensure engagement, working with other relevant agencies to provide a seamless approach to recovery and moves to independence.



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5.15 The current contracts that are being replaced in Phase Two of the Pathway procurement are:

Provider	Contract ends
St Mungos – Substance Misuse and Offender Pathway	31-03-2015
St Mungo's – Single Homeless Hostel	31-03-2015

5.16 The contracts let are specialist services for the delivery of high end needs rather than generalist needs services, and as such attract a smaller number of suppliers.

5.17 Negotiations with existing service providers have provided added value by achieving annual savings of £264,001, prior to this tender exercise.

5.18 If the contract awards are agreed in line with the recommendations in this report further annual savings of £62,677 per annum will be achieved (£250,708 over 4 years).

5.19 In a number of recently let contracts, and where leases are due to be renewed providers have faced a serious obstacle, due to inflation within the property market making it difficult or impossible to source and provision suitable properties realistically within the parameters of the resources available to them.

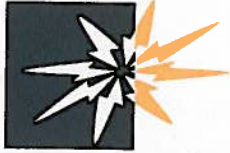
## 6. Procurement Process and Tender Evaluation

6.1 This service is an EU Part B residual service and therefore it was not necessary to advertise this requirement in the Official Journal of the European Union.

6.2 The procurement process started with the placing of an advert on Haringey's website, CompeteFor portal, Delta competitive contract notice. In addition the advert was circulated by Haringey Association of Voluntary and Community Organisations (HAVCO) by email to its membership, approximately 750 contacts representing 500 voluntary and community groups in the Borough.

6.3 A Meet the Buyer event was held on 20 February 2014. An Open process was decided upon for this tendering exercise **as the market is very limited**. The Invitation to Tender (ITT) documents were loaded on the Delta E Sourcing portal and by the closing date of 8 April 2014 two tenders (one tender for each Lot) had been received.

6.4 The tenders were evaluated using the Most Economical Advantageous Tender (MEAT) which included a split of 55% Price and 45% Quality as set out in the ITT documentation.



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- 6.5 The table below details the outcome of the tender evaluations and respective scores of the tenders. The evaluation panel of specialist officers marked Finance, Health and Safety, Environment, Equalities and Safeguarding. Council officers from Community Housing Services and Central Procurement evaluated the Quality Method Statements and the Price submissions, respectively.

Specialist Substance Misuse and Offender Service Lot 1 Tenderers	Company Questionnaire	Quality Scores (max 450 points)	Price/Cost scores (max 550 points)	Total Score for quality and price	Contract price over 4 years.
St. Mungos Community Housing Association	433	427	550	977	£1,470,272

Complex Needs Services Lot 2 Tenderers	Company Questionnaire	Quality Scores (max 450 points)	Price/Cost scores (max 550 points)	Total Score for quality and price	Contract price over 4 years.
St. Mungos Community Housing Association	433	421	550	971	£1,488,760

#### Transition and Contract Management

- 6.7 Contract management will be incorporated into the Contract. Key Performance Indicators and methods of measurement are integrated within the service specification and will be monitored through contract monitoring meetings and reports.
- 6.8 Monitoring meetings will be held monthly for the first six months and quarterly thereafter. The purpose of monthly monitoring meetings will be to examine the implementation of the service, monitor delivery of the service at an operational level and to foster partnership working to facilitate early resolution.
- 6.9 A series of Pathway provider meetings will also be facilitated to ensure agreement of the Pathway processes and procedures.



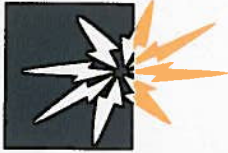
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**7. Comments of the Chief Finance Officer and financial implications**

- 7.1 Phase 2 of the Pathway model is being tendered in two lots as noted in paragraph 3.1. The tender documentation specified that the tenders would be evaluated using the Most Economically Advantageous method weighted 55% in terms of price and 45% in terms of quality. In practice, however, there was only one tender submission for each lot as the market is very limited for this service. To ensure that the contract model will provide both value for money efficiencies and quality improvement a comprehensive exercise in scoping of the HRS Pathway and project development was carried out including benchmarking costs with the North London Strategic Alliance, and service specification with Camden Council. Tender submissions received rigorous evaluation by commissioning officers with expertise in evaluating HRS services.
- 7.2 If Members agree to award the contracts the cost per annum will amount to £739,758 and a total of £2,959,032 over four years (the term of the contracts). This compares to the current cost of provision in the sum of £802,435 per annum showing savings of £62,677 per annum.
- 7.3 Negotiations with existing providers within the pathway model have already delivered added value by achieving further savings in the sum of £264,001 per annum.
- 7.4 Financial provision exists for these contracts within the base budget of the Housing Related Support Programme. The Housing Related Support budget has a savings target of £350,000 for 2014/15 and the savings from Phases One and Two of the Pathway model will contribute to this target.

**8. Comments of the Assistant Director of Corporate Governance and legal implications**

- 8.1 The Assistant Director of Corporate Governance notes the contents of the report.
- 8.2 The services which are the subject of this report are not considered priority services under the Public Contracts Regulations 2006 (as amended) and therefore there was no requirement to carry out an EU tendering exercise.
- 8.3 An open tender exercise was carried out for both contract lots in accordance with CSO 9.01 (a).
- 8.4 The Council now wishes to award the two contracts to St Mungo's Community Housing Association. The award is on the basis of most economically advantageous tender.
- 8.5 The Cabinet Member has power to approve the award under CSO 16.03.



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- 8.6 The award of these contracts is a Key Decision and as such needs to be included in the Forward Plan in accordance with CSO 3.01 (d). The business unit has confirmed that this has taken place.
- 8.7 The Assistant Director of Corporate Governance confirms that there are no legal reasons preventing the Cabinet Member from approving the recommendations in this report

**9. Equalities and Community Cohesion Comments**

- 9.1 Equalities principles were incorporated within the procurement process. The tenderer's equalities policies and procedures were evaluated by Haringey's Equalities Officer.
- 9.2 Equalities monitoring are incorporated as a requirement of the contract and the contract also states that access to the service must be available to the diverse community of the borough and any imbalances must be addressed.

**10. Head of Procurement Comments**

- 10.1 The recommendation is in line with the Procurement Code of Practice.
- 10.2 This procurement is phase 2 of a three phase strategy and will deliver savings and increased provision.
- 10.3 This is a specialist market for high end needs and as such has a limited provider base.
- 10.4 Contract management has been put in place to ensure contract compliance and ensure quality outcomes.

**11 Policy Implication**

- 11.1 These services are linked to the Service's Business Plan and to the following Council Plan Priorities.
- **Opportunities for all – A successful place for everyone**  
To ensure that everyone has a decent place to live
  - **Safety and Wellbeing for all - A place where everyone feels safe and has a good quality of life.**  
Reducing health inequalities and improved wellbeing for all.  
Supporting independent living
  - **A better council - Delivering responsive, high quality services and encouraging residents who are able to help themselves to do so**



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Strive for excellent value for money

- 11.2 The proposed contract awards support the policy objectives set out in the HRS Commissioning Plan to sustain independent living and prevent homelessness.
- 11.3 The award of the contracts will provide value for money to the Council by giving a good quality service while achieving savings.
- 11.4 Community Housing Services is developing dialogue with other council teams, local partners and providers on evolving joint plans to assure the supply of good quality modernised property provision. This theme has also been explored in the Outcome Three Health and Wellbeing Delivery Group on provision of services for Mental Health; and the Overview and Scrutiny Panel on Mental Health and Accommodation.

## **12. Reasons for Decision**

- 12.1 The contracts for our established services are due to expire and there is no facility to extend beyond March 2015. It was therefore necessary to tender to continue to provide services to vulnerable service users and to achieve the aim of developing a HRS Pathway.
- 12.2 As a result of the procurement process, which has been carried out in line with the Council's Contract Standing Orders and the Procurement Code of Practice, it is necessary to award the contract to the successful tenderer in accordance with CSO 9.7.1(d).

## **13. Use of Appendices**

- 13.1 Appendix A – Consultation Overview

## **14. Local Government (Access to Information) Act 1985**

- 14.1 This report only contains non exempt information.

Appendix A

Pathway of Short Term Supported Housing

Consultation Results

**Background**

In 2012 after completing a needs assessment and an extensive period of stakeholder consultation, Haringey Council's Community Housing Services published their Housing Related Support Commissioning Plan 2012-2015. This plan (task 2.3) detailed the need to develop a Pathway of short term supported accommodation for the homeless, young people, mental health, and offender and substance misuse sectors.

In order to develop the Pathway three consultation sessions were conducted during 2013. Two of these involved key stakeholders and the third involved existing service users.

**Consultation Summaries**

**14 December 2012**

The event was attended by 23 individuals representing 17 organisations and focused on obtaining feedback on a referrals process for the Pathway. Following a presentation by the Manager of the Vulnerable Adults Team, two workshops were conducted.

**Workshop one**

This concentrated on a standard form which would be used to refer service users to supported housing providers within the Pathway. Delegates formed 3 working groups and were asked the following:-

1. What are your general thoughts about the referral form?
2. Is there anything that needs to be on the form that has not been included?
3. Is there anything on the form that should not be there?
4. Is the form easy to use? Would anything prevent it being used?

The groups felt the form was good, however there was some concern about fields being left blank. The groups also wanted some facility to ensure that the information provided was up to date, and there was some concern that it may be too generic.

Suggestions for additional information included; highest educational achievement, whether the client had an active Housing Benefit Claim, whether there had been any overpayments/debts, if he/she had recourse to public funds, contact details for other agencies and when additional supporting information will be provided, clearer indication of agencies currently supporting client, equalities information, an information sharing declaration and identification of risks (these are currently in a separate sections, but will be

## Appendix A

shared), include if the client receives a personal budget and add new DWP benefits names i.e universal credit.

The groups felt that all information on the form was relevant, but asked that the mental health section be separated into its own area.

The groups felt the form was easy to use, but were concerned about the quality of the information being compromised if people completing it just ticked boxes and did not elaborate. Overall the groups wanted to see more prompting to provide additional information.

*Some amendments to the form were made and the form has been in use since the consultation for all referrals to the Vulnerable Adults Team. The form will be reviewed again alongside an appraisal of the quality of information being provided.*

### **Workshop two**

This focused on turnaround times and possible causes of refusals. The three groups were asked:

1. What would be a reasonable turnaround time?
2. What might affect turnaround time?
3. What would be valid reasons for refusal of an applicant for the Pathway?

The groups response to the first question varied considerably – from 24 hours to 10 working days, with an emphasis that in cases where any further information is requested, this should be provided in good time (5 days) to avoid delays in making an offer of supported housing, otherwise the application should be refused.

The main issues that could affect turnaround time were; incomplete referral information, the client not attending appointments, staff shortages and the time taken to release voids for letting.

The groups identified the following as valid reasons for refusal; Arson, sexual offences, no recourse to public funds, service user non-engagement, lack of service user insight into needs, unrealistic service user expectations, don't meet the criteria, level of support needs too high.

### **28 February 2013**

This event focused on gaining stakeholders views on the proposed Pathway model and Exclusion policy. After a short introduction attendees formed 2 groups and discussed their views and raised questions for consideration in the development of the Pathway. 18 individuals from 13 organisations attended.

## Appendix A

### Workshop one – Pathway model stages

Discussions focused on the emphasis within each stage of the Pathway, main comments in relation to the delivery and formulation of the 4 stages of the pathway include:-

#### Assessment phase:

- Too many units, the rest of the Pathway unlikely to cope with this many exits – *reduced capacity has been implemented as a result of this feedback.*
- Crucial to the success of the pathway, if done properly, prevents bottlenecks by ensuring people do not pile up in a place they do not need to be.
- Shorter time frame (8 weeks proposed) to ensure availability. *This was maximum timeframe, which has since been extended to 12 weeks – emphasis will be residents will move when ready not when the time frame is reached.*
- Camden council do not have one specific centre – transient client base presenting high risks.
- Benefits of single provider – consistency and specialist expertise
- Views for and against mixed client groups, replicates the 'real world'

#### Specialist phase:

- Different rates of movement need to be built in.
- Abstinent from alcohol use in 'engaged and planning' phase? *Emphasis on engagement and stability rather than abstinence, expect in dedicated dry provision.*
- Will there be staggered levels of support within the specialist model? *Service support hours are an average therefore the level of support within each stage will vary. Service providers may choose to configure their units of accommodation to take this variation into account.*
- Should be specific tasks that clients must achieve to move on. This would make progress transparent to the service user.
- Mixed tenure types would provide the necessary flexibility; AST's will lock down services and make it hard for people to move on.

#### Engaged and planning phase:

- Monitoring is critical at this phase as clients groups can go backwards very quickly in some community situations, need to confront that risk in this phase.

#### Move Through phase:

- Managing expectations of service users to ensure that they have a realistic target for move on out of the pathway.

## Appendix A

### General points

- The Pathway is accepted as a cyclical model and visual representations should reflect this.
- Too many moves will compromise peer support within supported accommodation.
- Clear milestone for each stage are needed.
- Consider a panel approach to move-on – joint working works better
- Service users should be made a single move-on offer.

### Workshop two – Exclusion policy

The groups considered a draft policy which described how pathway service providers would work with service users who are hard to engage, and display challenging and unacceptable behaviour. Groups were asked to comment on specific aspects of the policy:

#### Q1

“Haringey Council will introduce a Pathway model in 2013/14 across all Housing Related Support (HRS) short term services for the following sectors:

- Mental Health
- Single Homeless with support needs
- Offender and Substance Misuse
- Young People
- Care Leavers “

#### Q1a

Any other sectors to include?

- Young/single teenage parents
- Gang members

#### Q2

“Support is conditional; a service user is expected to engage with the service. If this does not happen despite attempts to engage the person, then action will be taken to remove the person from the service”.

#### Q2a

Should this just be legal action or other measures?

- Legal action should be last resort.
- Need to allow clients with chaotic lifestyle and history some time to adjust
- Some people go off track accidentally – they have mental health problems or do not understand the benefits system or the consequences of not engaging with it

## Appendix A

- Some people arrive with an undiagnosed personality disorder, which kicks off in early adulthood
- It can take 6 to 9 months to get someone evicted – this leads to disruption
- Set up agreements and review progress before it's too late – build in steps to help people engage
- Need to act on warnings and must be consistent through the pathway
- Different expectations at different stages of the pathway
- Need some level of psychological engagement
- Panel for troubleshooting e.g non-engagement
- Conditional tenure – management agreement

### Q3

“Anti-social behaviour will not be tolerated. People who engage in anti-social or unacceptable behaviour may be asked to make an Acceptable Behaviour Agreement (ABA) with their support provider and other relevant agencies if applicable. If the antisocial behaviour then continues action will be taken to remove the person from the service”.

### Q3a

Do we want an Acceptable Behaviour Agreement? Or is there something else we should use?

- An Acceptable Behaviour Agreement is very useful – especially with young people
- Information sharing between providers – make sure that information is up to date and accurate
- Flexibility is important – e.g. one client did not turn up for a 10 am progress meeting because he could not handle a formal setting. The service manager was still on duty at 6 pm during the evening meal, so she chatted informally with the client then.
- ABC should include provider actions/commitment

### Q4

“Evictions from the exclusion unit are likely to be rare and will only normally be considered where there is a need to protect the staff and other users from harm; or prevent serious disruption to the service as a whole; or where behaviour puts the surrounding community at risk. An eviction may also be as a result of not paying rent and service arrears and/or non engagement (Support and Move-on)”.

### Q4a

Are there any other reasons for eviction?

- Violence

Appendix A

- Criminal damage (e.g. arson)
- Non – engagement /breach of management agreement (L/L)

Q5

“The recommendations regarding an eviction or exclusion from the exclusion unit (and conditional exclusion from access to other Pathway services) will be considered at a case conference. Representatives will include (where appropriate):

- The current Pathway service
- Other Pathway services
- The Police
- The Housing Related Support Commissioning team
- Adult Social Care and/or Safeguarding team
- Community Mental Health team
- Haringey Council’s Vulnerable Adults team
- Housing Advice and options team
- Other agencies, if subject to a statutory framework or order

It is not expected that representatives from all the above will need to be present for each case conference.

The Commissioning Manager has to agree any decision taken by the case conference before it is enacted”.

Q5a

Are there any other organisations that may need to be involved?

Probation, Young Adults Service, Hearthstone, Drug & Alcohol services

Q6

“The service user will have the right to be represented, either by themselves or with an advocate”

Q6a

Do you agree with this? Yes

Q7

“The case conference will consider the management of any risk posed to the individual or other parties involved and any safeguarding implications.”

Appendix A

Q7a

Is there anything else to add to this?

Interpreter (if non-English-speaker) – paid for by service provider

Q8

“The case conference will set out clear conditions that the individual will have to meet before any further access to a Pathway service is allowed. These conditions may include:

- Compliance with a support/behaviour plan
- Completion of any community/residential detox or rehabilitation programme
- Engagement with mental health services and compliance with treatment regimes
- Making good use of services in order to change behaviour (e.g. anger management)”

Q8a

Is there anything else to add to this?

N.B. Under conditional exclusion this may be possible, but it takes 6 to 9 months to get a place on a detox/rehab programme so it is unrealistic to expect it to be there for someone who is excluded at short notice.

Q9

“In the event that there is insufficient information to enable the Council to discharge a duty under Part VII of the Housing Act 1996 or where the vulnerability is of such a degree that a discharge would not be appropriate, consideration will be given as to what options are available for the individual, particularly if it is imperative that they remain in a supported environment.”

Q9a

Is there anything else to add to this?

If the vulnerability is of such a degree that a discharge would not be appropriate and the risk of the person’s behaviour is so high that no provider can support them, it may be appropriate for social services to find them a residential place. (E.g. for complex needs involving mental illness, substance abuse and some degree of brain damage).

Q10

“The Commissioning Manager will need to agree any decision to lift a conditional exclusion. The Commissioning Manager will need to see that the conditions for re-accessing the Pathway have been met and that the individual’s behaviour has substantially improved”.

## Appendix A

Q10a

Do you agree with this? Yes.

### Overall

Providers were very positive about the addition of an Exclusion/inclusion unit which could provide an intensive solution for service user presenting these challenges, which would provide a last chance to engage and reduce evictions. It was also felt that the use of the word 'exclusion was negative' and that the units of accommodation should not be in one place.

### 31 October 2013

The event involved a small focus group and was intended to obtain feedback from existing residents of HRS supported accommodation on:-

- The proposed pathway approach including stages of support
- Timescales – moving in and length of stay
- Outcomes – needs and behaviours in each stage of the pathway

The event was attended by 5 service users resident in 4 of the 16 existing services – 3 male and 2 female residents attended

After a short presentation explaining the pathway, the proposed stages of support, the length of stay and the emphasis of support at each stage, attendees had a group discussion.

The main feedback was that:-

- The Pathway approach was seen as a positive way to address the issues
- The introduction of a quickly accessible assessment stage was welcomed
- The group exercise provided a basis for the criteria and outcomes for each stage

The Group felt that:-

- That the time taken to access the specialist stage was considered too long – making all 5 working days was suggested – *we have adjusted the timeframe to 2 weeks ( as specialist service do require more time to co-ordinate all necessary information.*
- Key workers were excellent and provide guidance and support withdrawing gradually until people can do things themselves
- That the length of stay in the move on stage was longer than needed – as the stay can be up to 12 months, we have retained this. *People who able to move on sooner, will be supported to do so.*

## Appendix A

- Concerned about moving around a lot, suggested limiting the number of moves to 2- *explained that service users will not have to enter each stage – will be according to need. We will also be introducing Core Pathway Principles, which will be developed with the service providers on contract award. This will include minimising the number of moves.*
- Concerned about not being able to access social housing when leaving the pathway – *We are exploring more move on options and have an expectation that service providers will develop options independently e.g. quotas with RSL's. We will also ensure that service users are given realistic expectations of what move on options will be at the start of their journey through the Pathway.*

### Next Steps

There was overwhelming support for a Pathway approach for Haringey, in taking the development forward:-

- The configuration of the Pathway will be reviewed taking into account the feedback received and the needs information available.
- Service specifications will be developed to include milestones - needs and behaviours and will reflect where multiple sites are needed. Target timeframes from referral to moving into phases will also be included.
- The Exclusion beds and policy will be renamed to Engagement beds and policy.
- A new pictorial representation of the Pathway will be produced.
- Negotiations regarding tenure will take place with the providers once contracts are awarded.
- Core pathway principles will be developed once contracts are awarded, these will include aspects such as minimising unnecessary moves.

