



HILLINGDON  
LONDON



# Social Services, Health and Housing Policy Overview Committee

## Councillors on the Committee

Judith Cooper (Chairman)  
Peter Kemp (Vice-Chairman)  
David Benson  
Sukhpal Brar  
Patricia Jackson  
John Major (Labour Lead)  
June Nelson  
Mary O'Connor

**Date:** WEDNESDAY,  
24 APRIL 2013

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 6  
CIVIC CENTRE  
HIGH STREET  
UXBRIDGE  
UB8 1UW

**Meeting  
Details:** Members of the Public and  
Press are welcome to attend  
this meeting

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**Published:** Tuesday, 16 April 2013

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# **Policy Overview**

## **About this Committee**

This Policy Overview Committee (POC) will undertake reviews in the areas of Social Services, Health & Housing and can establish a working party (with another POC if desired) to undertake reviews if, for example, a topic is cross-cutting.

This Policy Overview Committee will consider performance reports and comment on budget and service plan proposals for the Council's Adult Social Care, Health and Housing Department.

The Cabinet Forward Plan is a standing item on the Committee's agenda.

The Committee will not consider call-ins of Executive decisions or investigate individual complaints about the Council's services.

## **Terms of Reference**

### **To perform the following policy overview role:**

1. conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. monitor the performance of the Council services within their remit (including the management of finances and risk);
3. comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. consider the Forward Plan and comment as appropriate to the decision-maker on Key Decisions which relate to services within their remit (before they are taken by the Cabinet);
5. review or scrutinise the effects of decisions made or actions taken by the Cabinet, a Cabinet Member, a Council Committee or an officer.
6. make reports and recommendations to the Council, the Leader, the Cabinet or any other Council Committee arising from the exercise of the preceding terms of reference.

### **In relation to the following services:**

1. social care services for elderly people, people with physical disabilities, people with mental health problems and people with learning difficulties;
2. provision of meals to vulnerable and elderly members of the community;
3. Healthy Hillingdon and any other health promotion work undertaken by the Council and partners to improve the health and well-being of Hillingdon residents;
4. asylum seekers;
5. the Council's Housing functions including: landlord services (currently provided by Hillingdon Homes), private sector housing, the 'Supporting People' programme, benefits, housing needs, tenancy allocations and homelessness and to recommend to the Cabinet any conditions to be placed on the exercise of the delegations by Hillingdon Homes.

Policy Overview Committees will not investigate individual complaints.

# Agenda

## **CHAIRMAN'S ANNOUNCEMENTS**

- 1 Apologies for Absence and to report the presence of any substitute Members
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the meeting held on 27 March 2013 1 - 4
- 4 To confirm that the items of business marked in Part I will be considered in Public and that the items marked Part II will be considered in Private
- 5 Market Development in Adult Social Care 5 - 16
- 6 Cabinet Forward Plan 17 - 20
- 7 Work Programme 21 - 24

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## Minutes

### SOCIAL SERVICES, HEALTH AND HOUSING POLICY OVERVIEW COMMITTEE

27 March 2013



Meeting held at Committee Room 5 - Civic Centre,  
High Street, Uxbridge UB8 1UW

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|--|--|
|  | <p><b>MEMBERS PRESENT:</b><br/>Councillors: Cllr Judith Cooper<br/>Cllr Josephine Barrett<br/>Cllr David Benson<br/>Cllr Sukphal Brar<br/>Cllr Pat Jackson<br/>Cllr John Major<br/>Cllr June Nelson<br/>Cllr Mary O'Connor</p>   |
|  | <p><b>OFFICERS PRESENT:</b><br/>Neil Stubbings (Deputy Director of Housing, Residents Services)<br/>Charles Francis (Democratic Services Officer)</p> <p><b>Also present:</b><br/>Perry Singh, Assistant Director of Housing, Regeneration &amp; Major Projects<br/>London Borough of Brent</p>                          |
|  | <p><b>APOLOGIES FOR ABSENCE AND TO REPORT THE PRESENCE OF ANY SUBSTITUTE MEMBERS</b> (<i>Agenda Item 1</i>)</p> <p>Cllr Peter Kemp, substitute Cllr Josephine Barrett</p>  |
|  | <p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)<br/>Cllr Mary O'Connor declared a non-pecuniary interest as Chairman of Hillingdon Mind.</p>   |
|  | <p><b>TO RECEIVE THE MINUTES OF THE MEETING HELD ON 30 JANUARY 2013</b> (<i>Agenda Item 3</i>)<br/>Were agreed as an accurate record</p>   |
|  | <p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED IN PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED PART II WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 4</i>)</p> <p>All items were considered in Public</p>  |
|  | <p><b>UPDATE ON WELFARE REFORMS</b> (<i>Agenda Item 5</i>)</p> <p>The Deputy Director of Housing, Residents Services introduced the report. He explained that the meeting would be examining how the welfare reforms might affect Local Authorities across London and what the implications for Hillingdon might be.</p> |

Apologies were provided from Angelo Iuliano, Benefits Operations Manager, Southwark Council who was unable to attend the meeting. Perry Singh, Assistant Director of Housing, Regeneration & Major Projects, London Borough of Brent provided a presentation on the main welfare reforms and the following topics were discussed:

- Local Housing Allowance Caps
- Size criteria for Social Sector Tenants
- Local Council Tax support
- Overall Benefit Cap
- Universal Credit

In the course of discussions, the following points were raised:

- **Credit Union Jam Jar Accounts** – It was noted that these had been set up by Southwark Council as a form of savings account and had proved to be a valuable resource to support tenants who found budgeting a challenge although the take up was very low. The Committee asked officers if such a scheme might be used in Hillingdon similar to the credit union facility.
- **Carers** – It was noted that the rationale of the reforms was to reduce the spending deficit and to promote employment. In the case of carers, it was noted that they were not exempt from the Caps and in economic terms, it was often more cost effective for carers to look after friends or relatives than find employment and purchase care as they would be worse off. The Committee agreed that it was important for Local Authorities to examine how they supported carers given the significant savings they provided to the Authority, Health Service and a host of the other organisations.
- **'Navigators'** – The Committee heard how Brent Council had a Navigator team consisting of 6 dedicated officers which were tasked with working with the most vulnerable households to assist them through the welfare changes. The Committee enquired whether Hillingdon might consider a similar scheme in the future but accepted that there was a resource issue.
- **Prevalence of Domestic Violence** – The Committee highlighted that officers needed to be very aware of the potential for the increase in cases of Domestic Violence as a result of the monetary changes and the impact this would have on family cohesion. Officers confirmed that they would be monitoring this area.
- **The importance of co-located teams** – The Committee heard how co-located teams had been used to good effect in Brent and enquired whether this would be the case in Hillingdon (use of Citizen Advice Bureau and Job Centre Plus). Officers confirmed that this was the case.
- **Troubled families and the protection register** – The Committee highlighted that it was essential that troubled families and those particularly at risk were provided with appropriate advice, guidance and assistance especially if they need to move. Officers confirmed that there was close working with Children and Families.
- **Challenge of Direct Payments** – How does the Council support residents to make informed choices? – the Committee was concerned that those people not used to budgeting would be placed in financial hardship as a result.
- **Education and Training or practical alternatives** - (like Credit



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|  | <p>Union). The Committee urged officers to ensure adequate resources are made available to maximise work opportunities.</p> <ul style="list-style-type: none"> <li>• <b>Robust Response to Homelessness Applications?</b> - Officers confirmed that homelessness applications would increase as the effect of the welfare reforms took hold. In respect of homelessness applications and evictions officers confirmed that the Council had a range of options in place to address the issue and Housing staff had / were receiving training about the welfare reforms to enable them to assist residents. However, if homelessness acceptances increased then there was a danger this would impact on the General Fund.</li> <li>• <b>House moves and transition</b> – The Committee highlighted that in those cases where families had no other option but to relocate, it was vital that the Council had appropriate procedures in place to support people through the transitions process.</li> <li>• <b>‘No contact’</b> - The Committee noted that despite the efforts of officers, 176 people whom would be affected by the welfare reforms had chosen not to engage with the Council. The Committee agreed that it was essential that a strategy was put in place to support those people those that are not engaging with the Council.</li> <li>• <b>Implementation</b> – Errors concerning disabled children and changes of circumstance potential issues? The Committee was concerned about the impact on Residents.</li> <li>• <b>Recent trends in Hillingdon</b> – It was noted that Bed and Breakfast accommodation had doubled in the last 6 months.</li> <li>• <b>Private Sector Leasing</b> - numbers had decreased as landlords will not renew leases.</li> <li>• <b>Homelessness</b> - no increase in acceptances yet, but approaches have increased by 10%. More evictions and repossessions are anticipated.</li> <li>• <b>Not sustainable</b> – topping up Housing Benefits to the levels before the benefits cap are applied would lead to a year on year increase of at least 2% to the Council Tax bill. Therefore solutions must be found.</li> </ul> <p><b>Resolved –</b></p> <ol style="list-style-type: none"> <li>1. <b>That the information be noted, discussed at the next meeting and be reported back to the Cabinet Member for Social Services, Health and Housing.</b></li> </ol> |
|  | <p><b>CABINET FORWARD PLAN</b> (<i>agenda item 6</i>)</p> <p>The Committee discussed the Forward Plan and no items were identified for discussion at the April 2013 meeting.</p> <p><b>Resolved -</b></p> <ol style="list-style-type: none"> <li>1. <b>That the report be noted.</b></li> </ol>  |
|  | <p><b>WORK PROGRAMME</b> (<i>Agenda Item 7</i>)</p> <p>Reference was made to the work programme and timetable of meetings.</p> <p><b>Resolved –</b></p>  |

|  |  |
|--|--|
|  | <b>1. That the report be noted.</b>                    |
|  | The meeting, which commenced at 7pm, closed at 8:55pm. |

These are the minutes of the above meeting. For more information on any of the resolutions please contact Charles Francis on 01895 556454. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

## MARKET DEVELOPMENT IN ADULT SOCIAL CARE SINGLE MEETING TOPIC

**Contact Officer:** Paul Feven / Gary Collier  
**Telephone:** x 0370 & x 0570

### REASON FOR ITEM

To provide the Committee with information about the development of the adult social care market in Hillingdon to support personalisation.

### OPTIONS AVAILABLE TO THE COMMITTEE

To question the witnesses about market development in adult social care to support personalisation in Hillingdon and determine whether or not the Committee might consider this area as a potential major review topic for 2013/14.

### INFORMATION

1. The Committee is responsible for undertaking the 'policy overview' role in relation to Social Services, Health and Housing. This role is outlined at the start of the agenda.
2. Previous experience from both Hillingdon and other Councils indicates that the Committee can have the greatest impact by focusing on a particular topic at one or several meetings.

### BACKGROUND

3. At the 27 February 2013 meeting, the Committee decided not pursue its review of **Housing and Benefit Changes and the Impact on Hillingdon Residents from January 2013** due to the changing Government timeframe. Instead, the Policy and Overview Committee agreed to examine Feedback on the DWP Welfare Support Pilots and Market Development in Adult Social Care as single meeting topics.
4. The following witnesses are anticipated at the meeting:
  - Chris Commerford, Chief Executive, Age UK Hillingdon
  - Richard Eason, Chief Executive Officer, HAVS
  - Paul Feven, Head of Commissioning, Contracts and Support
  - Gary Collier, Commissioning Services Manager

## **LINES OF ENQUIRY**

It is expected that this meeting will cover following lines of enquiry:

- To consider the background to market development in Hillingdon, the national policy context and to understand the Local Authority market development responsibilities.
- To explore the key factors in market development within Hillingdon, including an examination of a number of examples within each of the key factors where the council has taken action.
- To explore future plans and opportunities for market development.
- To consider the role of the voluntary sector and the opportunities and challenges for the sector within Hillingdon.

## **SUPPORTING INFORMATION**

A background report is included as appendix A.

## **SUGGESTED COMMITTEE ACTIVITY**

Question the witnesses, adding supplementary questions as appropriate.

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# Market Development in Adult Social Care

## PART 1: BACKGROUND

1. This report provides the Policy Overview Committee with information about the development of the adult social care market in Hillingdon to support personalisation. The Committee considered market development as part of its reviews of personalisation in 2009/10 and 2011/12 and this report will update the information provided at that time.

2. The report sets out the policy context behind the Council's market development role and outlines both the work that is currently in progress as well as future actions that will help to ensure vulnerable residents can access quality services to enable them to live full, independent lives in the community.

3. The report also considers a number of issues for further discussion concerning Hillingdon's voluntary sector as they prepare for the changes brought about by personalisation.

### **National Policy Context**

4. The publication in July 2012 of the Government's Care and Support White Paper, *Caring for our future: reforming care and support* and the draft Care and Support Bill has set the framework for the radical modernisation of adult social care in England.

5. If enacted the provisions within the Care and Support Bill will require councils with adult social services responsibilities to make personal budgets available to all eligible residents. See Figure 1 below.

#### **Figure 1 - Types of Personal Budget**

- **A 'full' Personal Budget** - where an eligible resident is paid the full monetary value of the personal budget. In Hillingdon this will be done through a pre-paid card;
- **A 'mixed' Personal Budget** – where an eligible resident has some of their needs met by services arranged and paid for by the Council and the remainder of the Council's contribution to meeting their eligible needs paid to them through a pre-paid card;
- **A 'managed' Personal Budget** – where the Council arranges and pays for services to meet the eligible needs of a resident.

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PART 1 – MEMBERS, PUBLIC AND PRESS

Social Services, Health and Housing POC – 24 April 2013

6. Full personal budgets provide eligible residents with the greatest opportunities for choice and control over how their needs are met. A mixed personal budget can be a stepping stone to a service user moving to a fully self-managed budget once they have gained the necessary confidence.

7. The success of this new model of social care is dependent on there being a diverse market of providers offering quality services that eligible residents can purchase using their pre-paid cards.

8. Councils also need to be more proactive in managing the market due to the impact of demographic change and increasing demand on social care at a time of national austerity.

### **Local Authority Market Development Responsibilities**

9. The draft Care and Support Bill contains provisions which require councils to ensure that eligible residents have access to a *variety of high quality providers* to choose from and also have access to *quality information* to enable them to make informed choices about the appropriate providers to address their needs.

10. The Bill will also require councils to:

- Ensure that it is aware of current and likely future demand for such services and to consider how providers might meet that demand
- Ensure the sustainability of the local market and address circumstances where it is not working effectively
- Foster continuous improvement in the quality, efficiency and effectiveness of the services provided by the market as encouraging innovation.

11. Development of the market place requires councils to engage in four key activities.

| <b>Market Development Activities</b>                      | <b>Typical actions</b>  |
|---|---|
| <b><i>Capturing and analysing market intelligence</i></b> | <ul style="list-style-type: none"> <li>• The Council is well informed about the market; factors influencing demand and supply of a service</li> <li>• The Council has a clear vision of quality and the outcomes it needs to achieve</li> </ul> |

### PART 1 – MEMBERS, PUBLIC AND PRESS

|   |  |
|---|--|
|   |  |
| <b><i>Structuring the market</i></b>          | <ul style="list-style-type: none"> <li>• The Council (and partners) uses data to seek to influence what the market is offering</li> <li>• The Council (and partners) is clear about the services it wants to purchase in the future, how it intends to spend its resources</li> <li>• An evidenced <i>market position statement</i> should be published for a given market to make this clear (See <u>Figure 2</u> below)</li> </ul> |
| <b><i>Intervening in the market place</i></b> | <ul style="list-style-type: none"> <li>• Purchasing services</li> <li>• Developing new services by offering financial incentives</li> <li>• Attracting new providers into a market that needs stimulating e.g. extra care housing</li> <li>• Enabling customer information to be accessible to providers</li> <li>• Offering training and information to providers</li> <li>• Insourcing/outsourcing services etc</li> </ul>         |
| <b><i>Managing the market</i></b>             | <ul style="list-style-type: none"> <li>• Once services have been purchased, making sure that providers meet the outcomes required for service users</li> <li>• Ensuring that providers continue to offer good quality services</li> <li>• Ensuring and encouraging continuous improvement</li> <li>• Monitoring value for money</li> </ul>   |

## Figure 2 - Market Position Statements (MPS)

An MPS is intended to bring together data from the Joint Strategic Needs Analysis (JSNA), commissioning strategies, and market and customer surveys into a single document to provide information that the care market is likely to find useful.

The expectation is that an MPS will convey clear messages to providers about:

- *Direction of travel* – a summary of the key care and wellbeing objectives for the local community and the key principles of policy, legislation and policy that will impact on the market
- *Future demand* – analysis of the current population and anticipated projections for the coming five, ten and fifteen years and the impact that future population change may have on future demand for social care, health and housing services
- *Current supply, identifying strengths and weaknesses* – a review of current spend, providing a clear, quantified picture of current supply, looking at what services are provided, to whom, where and in what volume. The qualitative picture of current supply would also be reflected, i.e. whether services were meeting the required standards or service user expectations.
- *Models of practice* – how the Council sees the supply side delivering in the future; the extent to which desired models of care are matched by current provision and how the market might deliver change
- *Future resourcing* – areas of supply the Council will see as a high priority, where it wishes to see services develop, and where it would be less likely to purchase or encourage service users to purchase in the future
- *Support for choice, innovation and development* - an analysis of what the Council anticipates will be the impact of more service users purchasing or negotiating their own care, and suggests what impact this might have on transaction costs



## **PART 2. EXPLORING KEY FACTORS IN MARKET DEVELOPMENT WITHIN HILLINGDON**

12. There has already been a significant amount of work undertaken in Hillingdon in these areas. This section provides a number of examples within each of the key factors where the Council has taken action. Future plans are also explored.

### ***a) Capturing and analysing market intelligence***

13. The JSNA has been overhauled within the last 2 years providing an accessible and continuously updated record of need in the borough.

14. Data has been used to develop the Health and Wellbeing Strategy, an overarching strategy for adult social care as well as a set of more detailed, client-based strategies for disabilities, older people and carers.

15. With an eye on increasing the Council's ability to effectively develop and manage social care markets, a new method of combining the often separate fields of commissioning, procurement and contract management has been developed within the Council. Category Management has been introduced within the Children's Pathway project which combines these fields into a single focused function. The Children's Category Manager (as part of a small team) has the job of ensuring that:

- There is good quality data about Children's services – needs, demands and future projects
- There are clear strategies in place to deliver the Council's objectives
- Distinct markets are analysed (e.g. speech and language services) to look at patterns of spend, the Council's existing relationship with providers, areas where the market needs to be developed etc
- Procurement (or sourcing) strategies are developed to maximise the delivery of the Council's service objectives

16. This method of operating has many similarities with existing practice but the key difference is that the Council has often used its data to purchase services without analysis of the market in which it is operating and the behaviour/strategies being adopted by providers.

17. Category Management is in the process of being explored for all areas of social care commissioning.

### ***b) Structuring the market***

18. The Council is planning to develop better methods of engagement with providers. This will include ensuring that providers have an understanding of the Council's needs and priorities through the provision of **Market Position Statements** (MSPs).

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PART 1 – MEMBERS, PUBLIC AND PRESS

Social Services, Health and Housing POC – 24 April 2013

19. Hillingdon Council is in the process of working with the Institute of Public Care (IPC) based at Oxford Brookes University as part of a programme of support to authorities. The programme has been developed in partnership with the Association of Directors of Adult Social Services (with Corporate Director Linda Sanders acting as sponsor). The basis of the programme is to enable councils to shift from occupying a role of major procurer to one of facilitator of the whole social care market.

20. The Council's first action will be to develop an over-arching MPS for the whole social care market (including detailing how current patterns of spend on residential and nursing care will shift to a more community based provision of services). This will be the pre-cursor for a range of more tailored MPS focused on influencing the market to develop and provide the specific services the Council is looking to purchase in future e.g. more extra care housing for older people.

21. At the heart of the Category Management approach is an ongoing partnership and regular dialogue with key providers – looking to jointly create opportunities to shape services that are attractive for providers (therefore creating genuine competition) as well as meeting the needs of residents.

22. The Council will be looking to develop new markets such as a market for the provision of Personal Assistants (PAs), care and support in supported housing and outreach services for older people, people with disabilities and people with mental health needs.

23. Capacity building within the voluntary and community sector is a clear priority. This means facilitating access to the support that will assist voluntary and community organisations to charge for their services and/or to develop services to address a gap in provision identified through the support planning process.

24. Careplace has been developed as an online information system that enables residents to identify services and activities in and around Hillingdon that can address their needs. Providers upload their own information and update it. Residents can access it through their own computer or from one of the Council's 17 libraries.

25. For people with eligible social care needs they can be supported by support planners as part of the process of developing support plans to address their assessed needs. Careplace now includes a facility for users of services to upload reviews of services, which will strengthen the consumer power of residents. It will also increase the value of Careplace to both residents and providers.

### ***c) Intervening in the market place***

26. The most obvious method of intervening in the market place is to launch a competitive tender in order to purchase a service. This may involve seeking to develop new services, re-package existing services into a new model that is more likely to meet the needs of residents or more simply re-tender an existing service that is still required.

27. Hillingdon will continue to act within the West London Alliance (WLA) to intervene in the market, particularly within markets where larger buying power is needed to influence the actions of providers. Good examples here include adult home care, residential and nursing care for older people, fostering placements and complex residential services for people with learning disability. A range of initiatives have taken place under the WLA umbrella including:

- The establishment of a framework agreement for home care that has resulted in agreed quality standards and competitive prices
- The development of a consortium of 19 councils to provide economies of scale regarding the purchase of community equipment
- The creation of the accreditation scheme for residential care providers that have agreed to supply placements at agreed prices in return for preferential placements
- A framework agreement for housing-related support that the Council can purchase from as contracts for existing services expire.

28. Flexible contractual arrangements – Successful interventions in the market require using the right tools for the right job. Different contractual arrangements will be required, depending on the nature of the service or the market in which the service is being purchased. Some services can be best procured by using a framework with no guarantees of activity. Others may require more guaranteed outcomes for providers by offering a volume of work in return for a fixed, competitive price. Approved provider lists will also be appropriate in some areas – with no direct contractual obligation to the Council and offering no guarantees of activity but where service users (using their personal budgets) are sign posted to providers that have been tested for quality and best price.

29. Not all interventions in the market will involve purchasing however.

30. Remodelling services – The Council is working with three third sector providers of block residential homes for people with learning disabilities to convert them to supported living. A new “core and flexi” model of contracting with providers will mean that the Council contracts with a given provider for a set of core tasks within the home. This gives residents the opportunity to use pre-paid cards to purchase services from potentially different providers to address their personal needs.

31. Capacity Building – The Council has been working with Brunel University and Job Centre Plus in order to encourage local people to enter the home care market. Providers operating locally often find it difficult to recruit new staff. This initiative aims at tackling this directly in partnership rather than seeking to pressure providers to deal with this problem in isolation.

***d) Managing market providers***

32. Once the Council has purchased a service, the ongoing set of tasks begin of ensuring that the service is delivered to the specification, that it meets the needs of residents, that it continues to be delivered efficiently and provides value for money. Managing providers must be a partnership and not a “them and us” relationship if it is to offer the greatest value to all involved.

33. The Council’s method of contract management and monitoring has been fully reviewed this year with a new operating framework being put in place. Key elements include:

- Ongoing dialogue with providers – particularly those providing key services or those in high cost areas.
- A greater focus on performance assessments including customer and stakeholder assessments of a provider’s performance and a self assessment by the provider itself.

34. Inspection and quality assurance – The Council’s own inspection team undertake an ongoing programme of provider inspections to ensure continuous improvement as well as ensuring that core standards continue to be met.

35. A service user “outcomes framework” has been developed that will be built into all existing and new contracts to give greater focus to ensuring that residents benefit from Council funded services. Each service provider will have a core set of outcomes they are required to deliver which focuses not on process but on the improvements they have made to the life of a service-user e.g. greater independence, able to do more things for themselves, access to more training and development opportunities.

36. Payment by results – The Council is looking to develop a pilot project where a provider is incentivised to meet service user outcomes. Payments are linked to outcome delivery. This is likely to be focused on the homecare and residential care market.

37. Service user reviews on Careplace – A more democratic method of provider management may emerge from service users themselves. The opportunity for service users to upload reviews of their experience of a provider’s service can be a powerful mechanism for improving quality through

the power of market forces. However, the Council can and has remove providers where there are quality issues;

### **PART 3. OPPORTUNITIES AND CHALLENGES FOR THE VOLUNTARY SECTOR WITHIN HILLINGDON**

38. Key issues that the Committee may want to explore:

- Developing data about what people think of voluntary sector services, how services could be improved, what services people may want to be developed in future.
- Using data from the Council including the JSNA to forecast possible trends or likely needs.
- Using dialogue with the Council to pick up on commissioning and purchasing intentions (e.g. at provider forums, MPS etc).
- Marketing services to people using their personal budgets.
- Developing charging mechanisms:
  - Having the governance structure in place to enable charging e.g. articles of association.
  - Developing business-like activities while retaining core voluntary sector focus.
- Considering methods of ensuring that vital local services can maintain competitiveness in the market by reducing overheads and back office costs e.g. by collaborating with other voluntary sector agencies, looking at internal processes to maximise efficiency etc.
- Ensuring that the added value of local voluntary sector organisations is demonstrated and promoted.
- Focusing on delivering and measuring outcomes for service users.
- Developing a focus on prevent dependency:
  - Ensuring that existing (and perhaps longer term) service users are helped wherever possible to reduce their reliance on the service, increase independence and even move-on from needing to use the service.
  - Creating capacity to attract and provide for new entrants to the service.

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## FORWARD PLAN – MARCH 2013 TO JUNE 2013

Contact officer: **Charles Francis**

Telephone: **x 6454**

### REASON FOR ITEM

To review the Cabinet Forward Plan of forthcoming executive decisions to be made and any items on a published Cabinet agenda (if applicable).

### OPTIONS OPEN TO THE COMMITTEE

- To comment on items going to the Cabinet or Cabinet Members for decision.
- Or to note the items and decide not to comment.

### INFORMATION

#### The Forward Plan

The Committee's terms of reference enable it to monitor the Cabinet's Forward Plan and comment, if required, to the relevant decision-maker (Cabinet or Cabinet Member) on future decisions within the Committee's remit before they are made. Comments made by the Committee, depending upon publication timings, can be included within forthcoming reports to the Cabinet or Cabinet Member.

The current edition of the published Forward Plan is attached showing those items that are within this Committee's remit. The Forward Plan is published around the middle of each month (at least 28 clear days before the next Cabinet meeting) to comply with regulations around giving advance notice of future executive decisions.

Committee Members can ask questions they have about a particular Forward Plan item in advance and if necessary, through the agreement of the Chairman, request an officer to be present at the Committee meeting to give advice.

#### The Cabinet agenda

If the Cabinet agenda has been published and the Committee meets before the date of the Cabinet meeting, the Committee is entitled to provide comments on a report under their remit to Cabinet. This is normally added to an addendum sheet tabled on the night of the Cabinet meeting.

## **SUGGESTED COMMITTEE ACTIVITY**

- To consider the briefing notes.
- To consider whether there are comments or suggestions that the Committee wishes to make that will aid Cabinet's decision-making.



Ref **Decision****Further information**

Ward(s)

Report to Full Council

Cabinet Member(s) Responsible

Officer Contact for further information

Consultation on the decision

NEW ITEM

Private decision?

Council Departments: RS = Residents Services SC&amp;H =Social Care &amp; Health AD = Administration Directorate FD= Finance Directorate

**Cabinet meeting - 25 April 2013**

|                 |   |  |         |           |   |   |   |  |  |
|-----------------|---|--|---------|-----------|---|---|---|--|--|
| 894             | <b>Hillingdon's Health and Wellbeing Strategy 2012-2015</b>   | Following consultation approved by Cabinet in December 2012, this report will seek approval of a Health and Wellbeing Strategy, developed in partnership between the Council, Hillingdon's Clinical Commissioning Group and Voluntary Sector partners. The Health and Wellbeing Board has a duty to prepare such a strategy, which will also need to be approved by key partners.  | Various |           | Cllr Ray Puddifoot and Cllr Philip Corthorne    | FD / SC&H - Paul Feven / Linda Sanders    | Partner organisations   |  |  |
| 741b<br>Page 19 | <b>Hillingdon Housing Strategy 2012 - 2015, Tenancy Strategy, Tenancy Policy and Allocation Policy - POLICY FRAMEWORK</b> | Following a period of public and tenant consultation, Cabinet will consider a comprehensive set of draft policies in relation to Housing. The draft Housing Strategy will set out the direction of Hillingdon's approach to housing. The Tenancy Strategy will reflect local housing needs along with a Tenancy Policy which will set out how the Council intends to provide social housing. An Allocations Policy will set out the Council's own priorities for how social housing will be used to determine entitlement and eligibility. | All     | 09-May-13 | Cllr Philip Corthorne                           | RS / FD - Paul Feven & Neil Stubbings     | Public, tenants, a range of partner organisations, SCHH staff and other stakeholders. Social Services, Health and Housing POC |  |  |
| 897             | <b>Joint Adult Mental Health Commissioning Plan 2013 - 15</b>   | Following consultation approved by Cabinet in December 2012, this report will seek approval of the joint commissioning plan for all adults with mental health needs, including dementia.   | All     |           | Cllr Philip Corthorne & Cllr Scott Seaman-Digby | FD / SC&H - Paul Feven / Andrew Thiedeman | key stakeholders  |  |  |

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## WORK PROGRAMME AND MEETING DATES IN 2012/13

**Contact Officer:** Charles Francis  
**Telephone:** 01895 556454

### REASON FOR ITEM

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of the agenda.

### OPTIONS AVAILABLE TO THE COMMITTEE

1. To confirm dates for meetings
2. To make suggestions for future working practices and/or reviews.

### INFORMATION

All meetings to start at 7.00pm unless otherwise indicated.

| <b>Meetings</b>                | <b>Room</b> |
|--------------------------------|-------------|
|                                |             |
| <b>19 June 2012</b>            | <b>CR 5</b> |
| <b>31 July 2012</b>            | <b>CR 5</b> |
| <b>11 September 2012</b>       | <b>CR 5</b> |
| <b>9 October 2012</b>          | <b>CR 5</b> |
| <b>7 November 2012</b>         | <b>CR 6</b> |
| <b>11 December 2012</b>        | <b>CR 5</b> |
| <b>30 January 2013 * - 6pm</b> | <b>CR 5</b> |
| <b>27 February 2013 *- 6pm</b> | <b>CR 5</b> |
| <b>27 March 2013</b>           | <b>CR 5</b> |
| <b>24 April 2013</b>           | <b>CR 6</b> |

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PART 1 – MEMBERS, PUBLIC AND PRESS

Social Services, Health and Housing POC – 24 April 2013

Social Services, Health & Housing Policy Overview Committee

**2012/13 DRAFT Work Programme**

| <b>Meeting Date</b> | <b>Item</b>   |
|---------------------|---|
| <b>19 June 2012</b> | Review Topics 2012/13   |
|                     | Population Flows and the Impact on Housing Services in Hillingdon – Progress Report |
|                     | Cabinet Forward Plan  |
|                     | Work Programme  |

|                     |   |
|---------------------|---|
| <b>31 July 2012</b> | Major Reviews in 2012/13 - Scoping Report and Discussions |
|                     | Budget Planning Report for SSH&Hsg                        |
|                     | Cabinet Forward Plan                                      |
|                     | Work Programme  |

|                          |   |
|--------------------------|---|
| <b>11 September 2012</b> | Major Reviews in 2012/13 – First Review                   |
|                          | Witness Session 1 / Background report                     |
|                          | Annual Complaints Report - SSCH&H – (moved to 7 November) |
|                          | Cabinet Forward Plan                                      |
|                          | Work Programme  |
|                          |   |

|                       |  |
|-----------------------|--|
| <b>9 October 2012</b> | Major Reviews in 2012/13 – First Review        |
|                       | Witness Session 2                              |
|                       | Safeguarding Vulnerable Adults – Annual Report |
|                       | Cabinet Forward Plan                           |
|                       | Work Programme                                 |
|                       |  |

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PART 1 – MEMBERS, PUBLIC AND PRESS

Social Services, Health and Housing POC – 24 April 2013

|                        |   |
|------------------------|---|
| <b>7 November 2012</b> | Major Reviews in 2012/13 – First Review<br>Information report & Witness Session 3               |
|                        | Major Reviews in 2012/13 – Second Review<br>Scoping report (provisional) – deferred to December |
|                        | Update on previous review recommendations   |
|                        | Annual Complaints Report - SSCH&H   |
|                        | Cabinet Forward Plan  |
|                        | Work Programme  |

|                         |   |
|-------------------------|---|
| <b>11 December 2012</b> | Major Reviews in 2012/13 – First Review<br>Draft Framework Report / Draft Recommendations |
|                         | Major Reviews in 2012/13 – Second Review<br>Scoping report                                |
|                         | Cabinet Forward Plan  |
|                         | Work Programme  |

|                        |   |
|------------------------|---|
| <b>30 January 2013</b> | Budget  |
|                        | Major Reviews in 2012/13 – First Review<br>Draft Report |
|                        | Cabinet Forward Plan                                    |
|                        | Work Programme  |

|                         |                      |
|-------------------------|----------------------|
| <b>27 February 2013</b> | Cabinet Forward Plan |
|                         | Work Programme       |

|                      |                           |
|----------------------|---------------------------|
| <b>27 March 2013</b> | Update on Welfare Reforms |
|                      | Cabinet Forward Plan      |
|                      | Work Programme            |

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PART 1 – MEMBERS, PUBLIC AND PRESS

Social Services, Health and Housing POC – 24 April 2013

|                      |  |
|----------------------|--|
| <b>24 April 2013</b> | Market Development and Adult Social Care |
|                      | Cabinet Forward Plan                     |
|                      | Work Programme                           |

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PART 1 – MEMBERS, PUBLIC AND PRESS

Social Services, Health and Housing POC – 24 April 2013