

## Minutes

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

7 October 2014



Meeting held at Committee Room 6 - Civic Centre,  
High Street, Uxbridge UB8 1UW

	<p><b>MEMBERS PRESENT:</b> Councillors: Judith Cooper (Chairman) Wayne Bridges (Vice-Chairman) Teji Barnes Mohinder Birah Beulah East (Labour Lead) Ian Edwards Becky Haggar David Horne Shehryar Wallana  Mary O'Connor</p>
	<p><b>OFFICERS PRESENT:</b> Sandra Taylor – Head of Service for Early Intervention &amp; Prevention in Adults Kim Jebson – Disability Services, Team Manager Karl Steenson - SCH&amp;H Operational Finance Manager Neil Stubbings - Head of Housing Rod Smith - Head of Estates Management Charles Francis – Democratic Services Officer</p>
26.	<p><b>APOLOGIES FOR ABSENCE AND TO REPORT THE PRESENCE OF ANY SUBSTITUTE MEMBERS</b> (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were provided by Cllr Jas Dhot with Cllr Mohinder Birah as substitute.</p>
27.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
28.	<p><b>TO RECEIVE THE MINUTES OF THE MEETING HELD ON 9 SEPTEMBER 2014</b> (<i>Agenda Item 3</i>)</p> <p>Were agreed as an accurate record, subject to the amendment that Mrs Mary O'Connor was recorded as present at the meeting.</p>

29.	<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 Part 1.</p>
30.	<p><b>MAJOR REVIEWS IN 2014/15 - WITNESS SESSION (3)</b> (<i>Agenda Item 5</i>)</p> <p>The Disabilities Services, Service Manager for a Personalised Service, explained that the purpose of the third witness session was to consider a series of costed case studies, illustrating how the Shared Lives Scheme might achieve future savings if this was developed in the future.</p> <p>Notwithstanding the important caveat it was difficult to attract carers; the Committee noted the report suggested the scheme could be effectively be doubled in size within existing budgets. Officers explained that based on an additional 10 cases at Level 1, 7 at Level 2 and 3 at Level 3, these placements could potentially deliver savings of about £180K per annum.</p> <p>The Committee agreed the learning arising from the case studies illustrated that the Shared Lived Scheme had the potential to be a cost effective, person centred model of care which delivered good outcomes for service users. Officers were requested to investigate the viability of expanding the current Shared Lives Placement Scheme and provide further information to the next meeting.</p> <p>The Operational Finance Manager tabled information at the meeting which provided an average weekly cost per person of different forms of care. (On the basis of a number of assumptions) this compared the costs associated with the current service users in Shared Lives with indicative costs for Residential and Supported Living options to illustrate how savings might be made.</p> <p>Officers highlighted the following points in relation to the tabled information:</p> <ul style="list-style-type: none"> <li>• The Committee noted that Shared Lives was one of the services within a spectrum of support which was designed to meet service users needs, with others including Residential Care and Supported Living Options.</li> <li>• Every service user would have unique levels of need and Shared Lives may or may not be an appropriate option.</li> <li>• The difficulty in finding potential carers and appropriate accommodation were key considerations.</li> <li>• The cost comparison figures did not factor in the costs associated with training potential carers or the costs associated with adaptations to property.</li> </ul> <p>The Committee thanked Officers for a series of clear and concise case studies and endorsed the Shared Lives Scheme. Noting the information which had been provided, the Committee requested officers to provided further information to the next meeting as set out below:</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li><b>1. That the report and witness session be noted.</b></li> <li><b>2. That Officers be requested to provide further financial information to the next witness session and for this to</b></li> </ol>

**include:**

- **Figures showing what the current costs of Shared Lives are**
- **Figures showing how the scheme could be expanded by 100% to 40 SU's within existing budgets (as confirmed at the meeting)**
- **An approximation of the cost of expanding to the optimal figure of 80 service users and for this to include a time scale to realise the expansion.**

31.

**REVIEW OF THE CAUSES OF TENANCY FAILURE AND HOW IT CAN BE PREVENTED - UPDATE ON REVIEW RECOMMENDATIONS** (*Agenda Item 6*)

The Head of Estates Management introduced the report which provided a brief overview of what tenancy failure was, as well as an update on the status of the twelve recommendations made during the course of the review.

The Committee noted that the implementation of the POC recommendations was a work in progress and there were a number of areas where further work was still required. Officers explained that the focus of the next few months would be to ensure the service was delivering maximum value and to ensure there was no duplication of work flows and that the housing key worker approach compliments the key worker approaches within Adult Social Care and Children and Families.

In relation to the new service model, Officers explained that remodeling work had been conducted to ensure that the most vulnerable residents were placed at the centre of what the service did. This included assessing risk factors as well as assessing the triggers of tenancy failure to ensure these were significantly reduced.

In terms of achievements over the last 9 months, the Committee were informed that the direction of travel had changed and the Tenancy Management Team and Council Housing Department had undergone significant change. A key element of this was the introduction of individual Tenancy Management Plans, which took into account factors such as the frequency of contact, the health of the tenant and how they had historically presented themselves to Council services.

Under the new Tenancy model, the Committee heard that all tenants would be subject to an assessment visit within the first 4 weeks of their tenancy and they would be categorized according to risk. Those tenants which were deemed to be at high risk of failure were allocated a Housing Key Worker which offered short-term (3 months) , but intensive support, to ensure the tenant was guided and directed to the most appropriate services and support networks.

Officers explained another key improvement had been the widespread use of the CIVICA paperless work flow system. This had enabled Officers to access and share information more efficiently and work as cross functional teams. In doing so, not only had costs and timescales been reduced, but officers had also been able to help tenants more quickly and across a wider range of services.

The Head of Housing explained that Officers were currently in the process of developing a series of performance indicators to measure the effectiveness of

	<p>the Tenancy Management Scheme and these would be reported back to committee when they had been finalised.</p> <p>The Committee welcomed news, that in addition to developing new processes and procedures, the Council was working in partnership with the Landlords Forum to ensure all available referral routes were being used.</p> <p>While the Committee welcomed the improvements which had been made, Officers were asked at what point the Council intervened, should a tenancy encounter difficulties. In response, Officers explained that there was not a prescriptive timescale for intervention, as key workers were expected to use their judgment, but ultimately, the expectation was that this should be as soon as possible.</p> <p>In terms of training, the Committee were informed that Key Workers received emails and attended regular meetings and that an important aspect of remodeling the service had been to ensure all staff had been able to contribute their views and recognize their strengths and weaknesses.</p> <p>The Head of Housing commented that the Officers would be working closely with the Adult Social Care Department and Children and Families to see how the interaction between these services could be improved further.</p> <p>With regards to ensuring residents from ethnic minority backgrounds were kept informed of the latest developments, Officers explained that the broad Officer base, demographic composition of the Department and use of community groups meant that the Housing Department was well equipped to fulfill this role. The Committee also noted that not all tenants would be computer literate or have access to a computer. Officers explained that while there was a move towards using ICT as widely as possible, there was an acceptance that paper based leaflets and Officers in person were required to ensure residents could access the range of services the Council provided.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li><b>1. That the report be noted</b></li> <li><b>2. That Officers be requested to provide an update report to the February /March 2015 meeting, and for this to include:</b> <ul style="list-style-type: none"> <li>• <b>Performance Indicator information so that progress could be measured,</b></li> <li>• <b>Incorporating case studies, highlighting real world scenarios.</b></li> </ul> </li> </ol>
32.	<p><b>FORWARD PLAN</b> (<i>Agenda Item 7</i>)</p> <p>Members considered the latest version of the Forward Plan.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li><b>1. That the Forward Plan be noted.</b></li> </ol>
33.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 8</i>)</p> <p>Reference was made to the work programme and timetable of meetings. It was noted that the Committee would consider further financial information on the Shared Lives Scheme at 5 November 2014 meeting and the update report on</p>

	<p>Adaptations would be removed from the Work Programme until further notice.</p> <p><b>RESOLVED:</b></p> <p><b>1. That the Work Programme be noted.</b></p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.05 pm.</p>

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.