IMPLEMENTING THE SUPPORTING PEOPLE REVIEW ON HOUSING RELATED SUPPORT IN WALES: NEXT STEPS

Background

1. The Supporting People Report, published in November 2010, made clear that to deliver key housing related support services efficiently and effectively, wide-ranging and urgent changes needed to be made to the way that the provision of housing related support is regulated, funded, assessed and delivered in Wales. The report made twenty five recommendations, many of which are underpinned by the need for all housing stakeholders to work in partnership in line with the Beecham model. It stressed that a collaborative, multi sectoral approach was required and without this services would be diminished.

Current Position

2. The need to move forward quickly, and the challenges presented by working to the Beecham model, has led to a more innovative approach to taking action forward. The Essex Report on Affordable Housing in Wales had forty three recommendations and these were considered and successfully implemented by a multi sectoral group. This document provides more detail of the proposed approach very much learning from the success of the Essex model and welcomes discussion and comments.

3. The overarching aim of the programme is to ensure that: **Service users are provided with the most efficient and effective service possible.**

4. A set of principles were used in the Essex model and these have been added to and are proposed as follows:

    - that implementation follows an agreed overarching project plan with key milestones and objectives clearly defined.
    - that implementation will move as quickly as possible without substantially destabilising services
    - that implementation focuses on delivering the overall change in direction and cultures indicated in the Supporting People report
    - that implementation is taken forward on a co-production basis in the spirit of the recommendations of the report
    - that the work is taken forward as a formal programme with project workstreams below it
    - that individual recommendations are considered within the workstreams and prioritised against impact on change and whether they are time-critical as part of the overall project plan
    - that participants have shared ownership of the programme rather than acting in an advisory capacity as stakeholders

Proposal for Delivery

5. The report contains twenty five recommendations. Even if it were possible to deal with them all separately, it would miss the opportunity to consider common or connected issues in the round. The proposal is therefore to group most of the recommendations in Chapter 3 into three key Workstreams although it might become necessary to shift recommendations between Workstreams to get a 'good fit' between issues under consideration. The suggested groupings are as follows.

   - **Quality Services** – to include commissioning and procuring, service element of tariff, outcomes *Recommendations: 5,15,16,17,18,19,24,25*

   - **Financing Housing related support** – focussing on funding arrangements, redistribution, formula, *Recommendations:1,2,8,9,10,11,12,13,20*

   - **Governance/Regulation** – action to establish accreditation, National Advisory Committee, committees, performance monitoring. *Recommendations:3,4,6,7, 14,21,22,23*

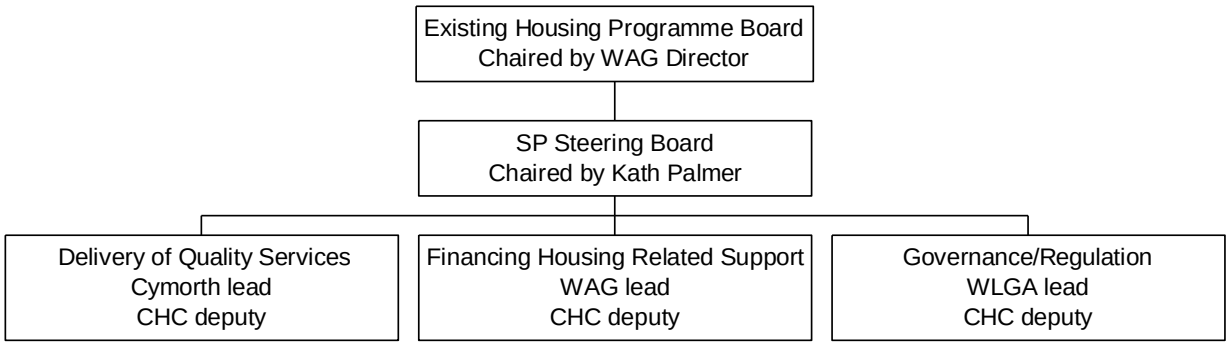
Quick Wins

6. It is suggested that there are a number of quick wins which can be achieved to ensure the programme acts as fast as possible and achieves as much as it can in a relatively short timescale. The Quick wins suggested are:

- Welsh Assembly Government issue the agreed 11 outcomes for local authorities and relevant providers to sign up to by March 2011.
- There is a greater role for public health by sitting on the Supporting People Steering Board and Public health being represented on the National Advisory Board
- The literature review is disseminated by end of January 2011 by all relevant parties on the SP Steering board.
- Allocation of the reduced 2011/12 supporting people funding to take account of a more equitable distribution as done in previous years albeit budgets were increasing.

Governance

7. The management of the programme and workstreams is a substantial piece of work that requires dedicated resources, a focus on outcomes, and clear timelines and milestones. It is proposed to put in place a programme structure to ensure this happens based on established project management methodology. The diagram below lays out the proposed model for the programme.



The Housing Programme Board

8. The existing Housing Programme Board is chaired by Director Housing & Regeneration WAG and reports to the Deputy Minister for Housing and Regeneration on the delivery of housing and housing services in Wales – see Annex A. It will have control of the overall direction and scope of the Steering Group's work, ensuring that the workstreams focus on outcomes (not process) and providing challenge as necessary. Membership of the Programme Board is drawn from organisations such as Welsh Assembly Government (WAG), Welsh Local Government Association (WLGA), Community Housing Cymru (CHC), Chartered Institute for Housing (CIH), Cymorth Cymru, Shelter Cymru, Tai Pawb and Welsh Tenants Federation (WTF). Board members represent the views of their members and colleagues of their organisation, and if necessary have put in place their own consultation arrangements to assure this. The Board adds or co-opt members as necessary. The Board meets every 2 months.

The Supporting People(SP) Steering Group

9. The existing SP Steering Board will manage the programme at the operational level – see Annex B. Chaired by Kath Palmer it will:

   - take responsibility for delivering a cohesive programme derived from the Report's recommendations
   - authorise the formation of projects which will deliver specific activities
   - build a shared view on action
   - enable organisations to take responsibility for delivering change where appropriate and
   - provide updates to, and seek advice from, the Programme Board on key issues as necessary

10. The action-orientated nature of this group means that it needs to be small and tightly focused. Membership is drawn from Welsh Assembly Government (WAG), Welsh Local Government Association (WLGA), Community Housing Cymru (CHC), Supporting People Information Network (SPIN), Public Health and Cymorth Cymru. Board members will also include the chairs of the three workgroups. Board members will need to be certain that they accurately represent the views of their members and colleagues from across the organisation, and may need to put in place their own consultation arrangements to assure this. The Board will have

flexibility to add or co-opt members as necessary. It will meet fortnightly from January to March 2011 and then reviewed.

11. Decision making on key issues remains ultimately with the Deputy Minister for Housing and Regeneration on the advice of the Steering Group and Programme Board.

SP Workstreams

12. Each Workstream will report to the Steering Board and will have a Senior Responsible Officer (SRO/Chair) from the lead body and Deputies from Community Housing Cymru (CHC) and appropriate participation from interested groups – see Annex C. Representation from interested groups is likely to vary depending on the focus of the Workstream at any given time. It is proposed that the WLGA will lead the Workstream on Governance/Regulation and Cymorth Cymru will lead the one on Quality Services. Both organisations have indicated their willingness to commit staff time and resources to do this, including providing secretariat for their group. The Assembly Government would lead and service the remaining Finance Workstream.

13. All Workstreams will include representation from WAG, WLGA, CHC and Cymorth Cymru, and stakeholders will be invited to nominate people to participate in the workstreams relevant to their sphere of operations. Participants will be expected to take on the work to deliver the Workstreams outputs, and a person/skills specification, to provide guidance for organisations to select the appropriate people, is at **Annex D**. Relevant experts could be invited to join workstreams as necessary.

Wider consultation – Supporting People Network

14. It is proposed to form a virtual group with representation from all organisations concerned in the field of housing related support, who wish to be engaged. This group would receive a monthly update on all Workstreams, including papers produced, and feedback would be into the three specific work groups via the Chairs. This will ensure that anyone who wants to input into the work would be able to. Communication is key and this will aid keeping all relevant parties engaged.

Annex A	Programme Board Terms of Reference (ToR)
Annex B	Draft ToR for Steering Group
Annex C	Draft ToR for Workstreams
Annex D	Workstream Person/Skills Specification

Annex A

HOUSING PROGRAMME BOARD: TERMS OF REFERENCE

The role of Programme Board

1. The Programme Board contributes to decision making for the major issues affecting housing in Wales and ensures that the policy initiatives, activity and key projects undertaken to deliver the commitments made in the housing strategic framework are taken forward on the principles of partnership working and co-production.

2. The Board also advises the Minister's Housing Board on the overall direction of housing in Wales and progress against the delivery of a rolling programme of housing development and improvement work, set by the Minister's Board annually.

3. The Programme Board is responsible for:

   - Ensuring that Housing delivers the housing strategy *outcomes* anticipated by the key partner stakeholders in the Welsh social housing sector to agreed timescales;
   - Delivering key 'post Essex' projects and annual programme of housing development and improvement work
   - Advising and updating the Minister's Housing Board on progress and key issues and seeking advice from that Board as necessary.
   - Maintaining an overview of the sector to ensure integration and synergy between partners and shared outcomes;
   - Authorising the initiation and resourcing of projects required to meet Strategy outcomes as necessary;
   - Authorising the formation of subgroups to oversee projects or groups of projects, and monitoring their progress;
   - Ensuring that risks to the successful planning, coordination and implementation of Housing development projects are identified and managed;
   - Building a shared understanding and view on action across the sector organisations and stakeholders through effective engagement and communication;
   - Enabling organisations to take responsibility for delivering change in their sectors as appropriate.

Programme Board Members

4. Membership is shown below. The Board will invite others to join the group as necessary to provide challenge, academic expertise and rigour.

   James Price, Director, Transport, Housing & Regeneration Group, WAG (Chair)
   Ceri Breeze, Head of Housing Directorate, WAG
   Kath Palmer, Head of Housing Operations, WAG
   Steve Clarke, Welsh Tenants Federation (WTF)
   Nick Bennett, Community Housing Cymru (CHC)
   Steve Thomas, Welsh Local Government Association (WLGA)

Keith Edwards, Chartered Institute of Housing (CIH)
Robin Staines, All Wales Chief Housing Officers Panel (AWCHOP)
John Puzey, Shelter Cymru
Madhulate Patel, Tai Pawb
Joy Kent, Cymorth Cymru
Richard Price, Home Builders Federation
Lee Cecil, National Landlords Association
Peter Hughes, Council of Mortgage Lenders
Lisa Dobbins, Head of Housing Strategy, WAG
John Abraham, 'post Essex' Programme manager
Steve Palmer, Housing Strategy Team (Secretary)

5. The Board may also feel it necessary to invite other individuals to attend meetings to offer advice, expertise or to report for specific purposes etc.

Board Member responsibilities

6. Board members are directly responsible for the work which will lead to delivery of the outcomes intended from the strategy. Their responsibilities include the following:

- Accepting work from the Board, personally and on behalf of his/her organisation, and ensure that it is carried out by the appropriate competent person;
- Prioritising and contributing opinion as a representative of the organisation represented;
- Resolving any sector conflicts resulting from either Board activity;
- Briefing and advising the represented organisation or sector on Programme Board outputs and deliverables, obtaining sector buy-in to collective decisions; and
- Advising the Strategic Housing Board of any organisational or sector risks or developments which may affect Housing as a whole, or individual areas within.

Meetings and Secretariat

7. The Board meets every two months. The Secretariat is provided by the Programme Office in WAG.

Annex B
Draft TOR: SP Steering Group

Role

The Steering Group is accountable for delivery of the Programme and oversees progress across all of its Workstreams and projects. The Group acts as the key day-to-day decision making body for the Programme.

Responsibilities

- Monitoring progress against a programme of work that delivers agreed outcomes
- Agreeing/quality assuring key Programme products
- Managing and mitigating Programme-level risks
- Managing Programme-level issues
- Managing inter-dependencies between the Workstreams and projects
- Committing (or sourcing from elsewhere) resources across the Programme to enable the activities to be successfully achieved
- Ensuring that proper project management disciplines are being adopted
- Ensuring that the Programme is continuing to address the business requirements it was designed to fulfil
- Ensuring that the Programme will deliver outputs which are acceptable to its end users

Membership

The Steering Group will have the following standing members:

Kath Palmer - Deputy Director of Housing Directorate, (WAG, Chair)
Sue Finch – Welsh Local Government Association (WLGA)
Jane Pagler – Community Housing Cymru (CHC)
Joy Kent – Cymorth Cymru
Programme Manager (WAG) – To be confirmed
Simon Prothero - WAG Policy Lead
Nigel Stannard – Newport CC, Supporting People Information Network (SPIN representative)
Chris O'Meara - Special Adviser
Kerry Bailey – Public Health Wales
Clara Hunt – Secretariat (WAG)
Workstream SROs (Report by exception) To be decided

Additional attendees may be invited when particular issues are under consideration and they need to report on progress or answer questions. Those present at a Board meeting should be there either to report progress, answer questions or make decisions.

Mode of Operation

The Group will meet when key decisions are required, that is, at, or near the points in time when:

- Programme phases or stages are starting or ending
- Critical Programme milestones are due
- Programme products need to be signed off

The group will meet every fortnight from January 2011 to March 2011 – to be reviewed thereafter.

Secretariat

Secretariat will be provided by the Programme Office based in WAG.

Annex C

Draft TOR for Workstream

Role

Workstreams, through their Senior Responsible Officer (SRO), are responsible to the Housing Board and SP Steering Group for delivery of the specified elements of the programme within the Workstream.

Responsibilities

- Promote and maintain focus on the outcome of the Workstream
- Oversee the development of the Workstream plans and deliverables
- Ensure there is a coherent project structure and a logical set of plans for all projects recommended to the Steering Board for authorisation
- Monitor and control the progress of the Workstream to make sure that the Workstream and its associated projects remain on target to deliver the expected business benefits, within the agreed budget and schedule
- Make sure risks are being monitored and handled effectively
- Brief the Steering Group on progress
- Act as link and information conduit between the Steering Group and the Workstream team
- Work with other Workstreams to manage inter-dependencies and maintain communication
- Work with the Programme Manager to ensure programme level coordination
- Approve Workstream level reports for submission to the Steering Group
- Approve deliverable product specifications for products, ensuring the viewpoint of suppliers and users of the product are represented

Membership

The SRO will be nominated by the organisation leading the Workstream.
Each of the following will be included in all Workstreams:

Welsh Assembly Government (WAG), Welsh Local Government Association (WLGA), Community Housing Cymru (CHC), Cymorth Cymru and Supporting People Information Network (SPIN).

It is proposed that other organisations will be invited to join in relevant Workstreams depending on the issues or projects being taken forward.

Secretariat

The Secretariat will be provided by the organisation leading the Workstream.

Annex D

Workstream Person/Skills Specification

Senior Responsible Officer (SRO)

The SRO is ultimately responsible for the Workstream, supported by its membership. The SRO's role is to make sure that the Workstream is focused on achieving its objectives and delivering products which will achieve the forecast benefits. The SRO chairs Workstream meetings and acts as key decision maker.

[SROs are supported by a Project Manager who takes responsibility for the day to day administration of the Workstream]

Workstream Member

The Workstream members are directly responsible for the work which will lead to delivery of the outcomes intended from the Supporting People report recommendations. Their responsibilities include the following:

- Accepting work from the Housing Programme Board and Steering Group, personally and on behalf of his/her organisation, and ensure that it is carried out by the appropriate competent person
- Ensure that any resources needed from the organisation for the Workstream are made available
- Prioritise and contribute opinion as a representative of the organisation represented
- Conduct any consultation activity needed to provide a representative perspective from their sector
- Resolve any sectoral conflict resulting from Workstream activity
- Brief and advise the represented organisation or sector on Workstream outputs and deliverables, obtaining sectoral buy-in to collective decisions
- Advise the Workstream of any organisational or sectoral developments which may have effects on the Workstream or its programme

Suggested skills and behaviours required by members:

- **Takes responsibility for delivery:**
  - Puts the interests of the people of Wales first
  - Takes pride in delivering results and outcomes
  - Takes tough decisions and measured risks to achieve desired outcomes

- **Works well with others and builds effective relationships to achieve collective goals**
  - Creates a co-operative, creative environment and encourages cross-cutting working
  - Influences others, and negotiates as appropriate, to achieve business outcomes

- Understands and communicates this/her organisation's priorities, and ensures the Executive's objectives take them intro consideration
- Takes account of the needs of a diverse population

- **Communicates appropriately and effectively**
  - Identifies clear and achievable negotiating objectives and fallback positions, highlighting the benefits to other parties of own proposals
  - Manages internal and external expectations
  - Consults widely inside and outside his/her organisation

- **Assumes responsibility for customer service**
  - Works collaboratively to identify customer needs and deliver workable solutions
  - Balances conflicting/competing requirements and negotiates accordingly

- **Understands and uses project management techniques including risk management**
  - Is aware and implements project management techniques and risk management appropriately, engaging with experts when necessary
  - Explores opportunities to take measured risks