



Joint protocol for housing solutions & adaptations



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Introduction

This Protocol has been developed to produce a document which will support local services to effectively and cohesively deliver a person-centred, equitable tenure-neutral approach to the provision of housing based solutions including Adaptations. This document acknowledges the importance of housing in terms of people's overall health and well-being, and provides a framework for joint working and service improvement for all housing providers, HSCP, and private and third sector partners.

This document clarifies expectations around 'best practice' and standardised approaches to service provision, and outlines recommendations in terms of **improved pathways**, and **key roles and responsibilities** of relevant Health & Social care, and Housing staff, across all tenures.

Over-arching principles



The Protocol also offers the potential to align **policy**, including opportunities to standardise the application, or where relevant, removal of **eligibility criteria** across the tenures, and provide a **performance framework** for the monitoring and review of the key elements of the overall service, across all Health & Social care, and Housing Partners.

The Protocol will support the overall **Partnership Governance arrangements**, including strategic and financial decision making and **funding**, and help deliver a **Communication** strategy which engages all relevant stakeholders in a 'Housing Solutions' approach.

Health & Social Care staff across a wide range of professions and Care Groups/clinical settings, Housing colleagues, and relevant third sector staff, will be supported by a **Training programme** which provides a range of modules to develop knowledge, skills and competencies to improve the provision of general communication and sign-posting around housing needs, and broaden the opportunity for other (non-OT) staff to be able to assess for and provide relevant adaptation and equipment solutions.

Context and Background

Responsibility for delivery of functions relating to housing adaptations and equipment, has been delegated to Integration Authority (IA)) as per the Public Bodies (Joint Working) (Scotland) Act 2014.

Key responsibilities delegated to the Integration Authority are detailed in the [Adaptations, aids and equipment: advice note](#) as follows:

- The duty to assess for an adaptation
- Planning for and resourcing adaptations.
- The duty to provide grants of 80% or 100% for those living in the private sector, who are assessed as needing adaptations.

Funds for adaptations undertaken by Housing Associations and Co-operatives (RSLs) etc. have not been passed to the Integration Authority, but the IA has the strategic responsibility for ensuring that relevant HSCP services are available to support the provision of adaptations for RSL tenants.

Therefore, the impetus to develop this Protocol is based upon the need to ensure a cohesive and structured approach to the successful meeting of these obligations, linked to the work to produce the Housing Contribution Statement, as part of the wider Integrated Joint Board's (IJB) Strategic Plan.

It is recognised that an effective service model for the provision of Housing Solutions and Adaptations, contributes to the National Wellbeing and Outcomes Measures, specifically:



It is also recognised that considerable national work has been progressed in recent years, and it was important to take cognisance of this. The Adapting for Change initiative (AfC), commissioned by the Scottish Government, stemmed from the work of the Adaptations Working Group (AWG) which was tasked with reviewing housing adaptations practice nationally, and providing recommendations for change. The [AWG's report, Adapting for Change](#) was published in Nov 2012 and recommended fundamental changes to the delivery and funding arrangements for housing adaptations. The AWG proposed that their recommendations would be tested within 5 sites across Scotland. Through these sites, a range of improvements have been developed and tested, with this work taking place between autumn 2014, and its formal conclusion in March 2017. An [evaluation report of the AfC programme](#) was published in September 2017

A key theme which emerged from the test sites, was strong evidence that many of the issues associated with adaptation service provision, were compounded by wider issues within the housing pathways, predominately related to failures to address people's changing housing needs earlier e.g. when health and life changes/deterioration were first identified. It was evident, that there was an immediate need to provide key staff with the right information and skills in order to apply a 'Housing solutions' approach which would encourage earlier intervention by a wider group of staff well-placed to help people identify their changing housing needs, and help them consider solutions before crisis strikes.

This 'Housing Solutions' approach has been supported by the development of training modules, and promotes the engagement with a wide range of relevant staff within Housing, Health and Social care partnerships, and also 3rd sector and other relevant agencies. It was agreed that the themes and recommendations from the national AfC work would be essential to inform the development of improvements at local level.

The following was developed to ensure a clear focus on the vision for the partners, in relation to improving Adaptations pathways.

Helps people to live in their homes as long as they want to, putting the person at the centre of the solutions, encouraging realistic expectations and also offering a range of potential options.	Evidences equality across tenures;	Promotes early intervention, supporting a wide range of health, social care, and housing staff to have 'the right housing conversations', and making housing solutions everyone's business;
Promotes effective communication across/within agencies, and with people in communities who need advice and support to help them make the best decisions;	Makes the best use of the resources available;	Ensures a housing solutions approach at all stages of service engagement.

Housing Solutions & Adaptations Service Model

Whilst recognising that adaptation services are planned and delivered by a multiplicity of partners, it is essential that service users and their carers, experience a seamless service. The aim is that this will be achieved by applying this partnership Joint Protocol, to support the provision of a wider, multi-agency, Housing Solutions & Adaptations service model, which delivers the integration of pathways and systems, provides a framework for ongoing monitoring and review of service delivery, measures people's outcomes, and informs continuous improvement.

The Housing Solutions & Adaptations service model supports a multi-agency, partnership tenure-neutral approach which ensures equity, consistency, and cohesion for different housing types, across the agency settings.

The model will support upstream, early intervention initiatives, which encourage a broad range of staff and agencies to acknowledge that the identification of housing needs and issues, and the earlier signposting for potential solutions, are everyone's responsibility. The expectation is that this approach has the potential to reduce pressure on Adaptations waiting lists and allow strategic managers to target more effective use of resources across the pathways e.g. in relation to early intervention and prevention. This approach also ensures 'early housing conversations' to support an emphasis on rehousing, and the model supports a wider range of 'non-OT' staff to identify other Housing solutions including, equipment, technology, and adaptations. This broadens the range of potential stakeholders and ensures a more effective interface with all relevant Health & Social Care services around Housing issues. It is essential that the use of resources around these extended roles should be based on agreed strategic priorities and aligned to wider Housing and HSCP objectives.

Outcomes focus

- The Service model will support people to articulate their Outcomes, helping them to live in a housing environment that allows them to participate in their communities; where possible, reduce the level of home based care or avoid the need for increased service provision; and ensure the right balance between responsible risk-taking and the promotion of independence.
- Assessment tools and processes will support and evidence the Outcomes based approach, and measure the achievement of these, and the benefits for the person.
- The Housing Solutions approach aims to minimise unnecessary intervention, avoiding over-prescription, and instead, maximising independence (including self-help), emphasising the need to support wider rehabilitation and reablement Outcomes.

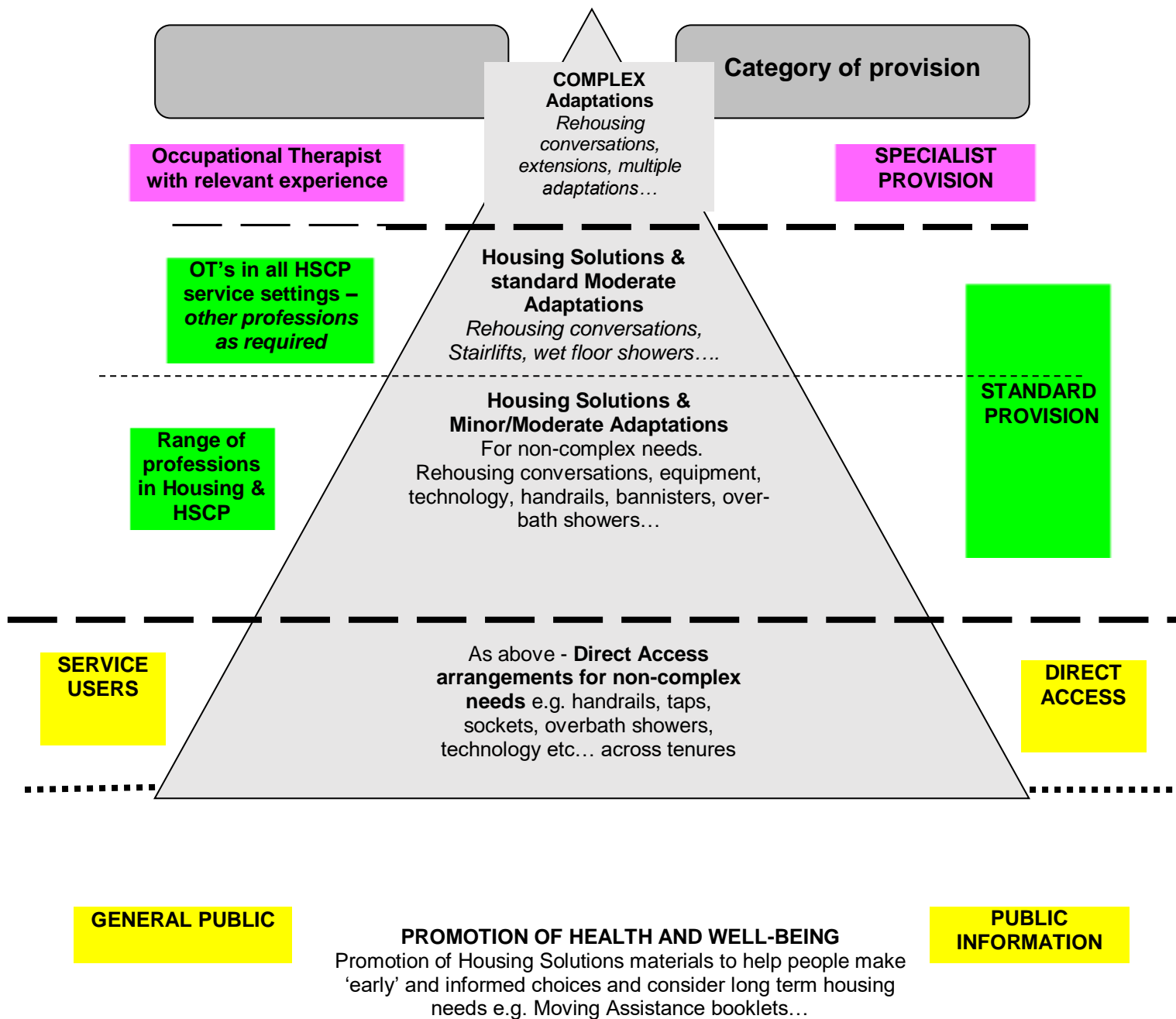
Service Pathway

- The Housing Solutions approach supports the delivery of a **standardised pathway for all tenures**, which achieves key outcomes for individual service users across all care groups, and details roles and responsibilities for all relevant service providers.
- The primary aim of the pathway is to ensure staff across all relevant service settings can **‘act early’** engaging people with effective conversations around the impact of the person’s changing health and social care needs on their housing environment, and work together to identify sustainable solutions.
- The pathway will support the aim of trying to ensure that intervention happens before ‘crisis’ occurs, allowing greater opportunity for objective consideration of all relevant options.
- All front-line Housing and HSCP staff within relevant service settings are expected to apply a ‘Housing Solutions’ approach as part of their service intervention, where housing issues are evident. There are a wide range of staff which this may apply to e.g. including nurses, Allied Health professions(e.g. Physio’s, podiatrists...), housing officers, support staff, 3rd sector and other relevant agencies, as well as OT staff.
- In addition, a wider group of designated housing and HSCP staff will be trained to assess for the provision of a range of standard adaptations to avoid unnecessary referral to another profession.
- The [Model diagram](#) provides an overview of the levels at which interventions can be delivered, and who has the responsibility for assessing these needs. This model also emphasises the importance of the provision of communication materials to support the public to be better informed of the range of Housing Solutions options available and encouraging them to reflect on the suitability of their housing for their long term needs.
- All relevant staff will be supported in these approaches by the Housing Solutions training programme which provides a range of relevant modules (see Section 12).
- The [Pathway diagram](#) provides a visual overview of the standardised approach across the agencies to all relevant service provision. This ensures all stakeholders have a shared understanding of the pathway processes.

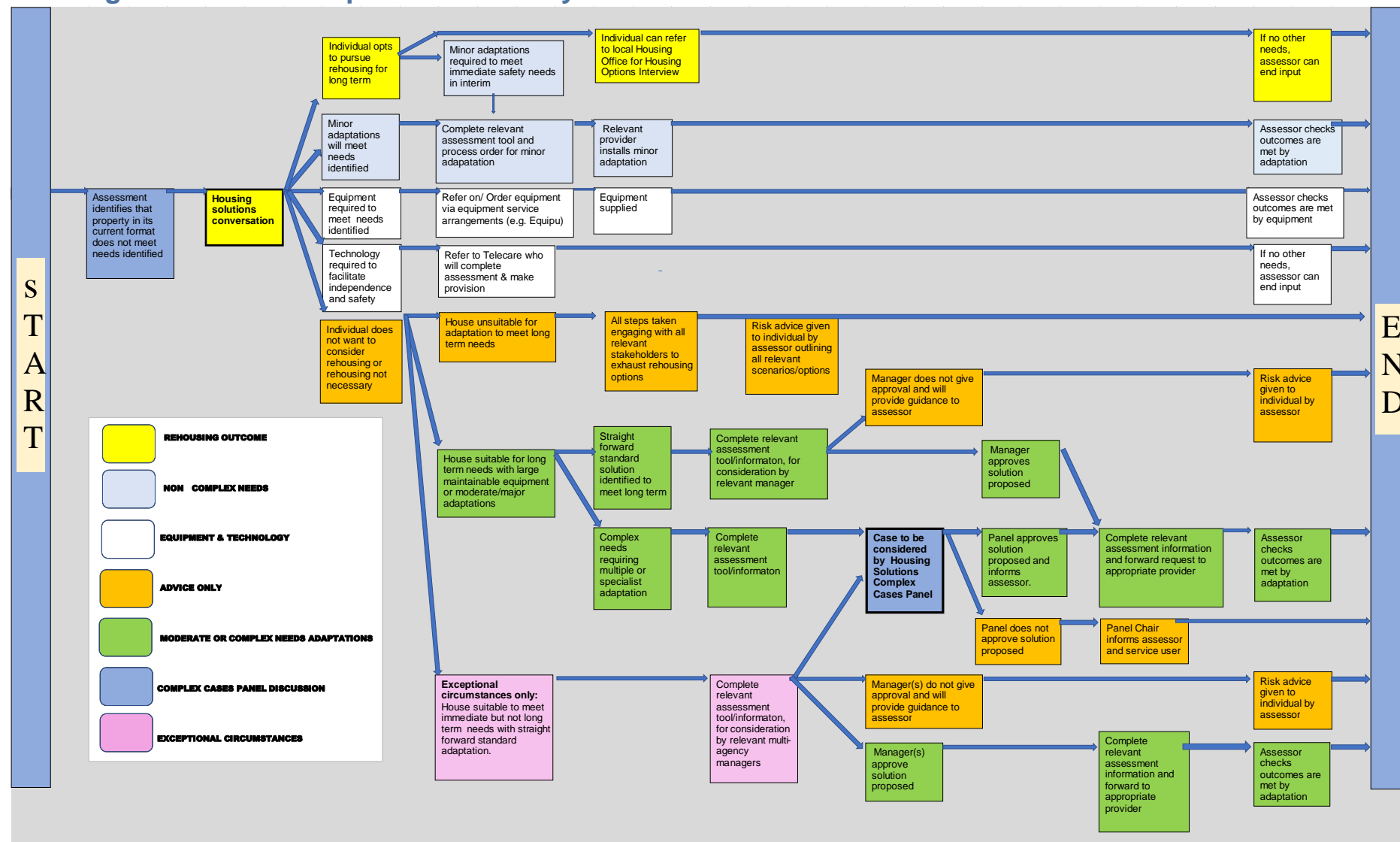
Direct Access

- The adaptations service model ensures opportunities for fast tracking service users with recognised and agreed needs straight to service delivery, and promotes **direct access** to adaptations by service users where this is appropriate (see [Model diagram](#)) e.g. internal and external rails, overbath shower provision, level access showers, door entry systems.
- ***It is recommended that all Housing Associations/orgs, adopt a direct provision policy for standard adaptations, where needs are non-complex, to ensure both timely provision, and better use of staff time freeing them to address provision for more complex needs.***
- This approach complements national work being progressed which refreshes the *College of Occupational guidance on ‘Minor Adaptations without Delay’*, with this work supported by Scottish Government who are keen to ensure that there are no barriers to the simple identification of needs and provision of services. This re-clifies that an OT assessment is not required for an adaptation to be approved and receive funding, and other professions/competent staff, can take on this role.

Housing Solutions & Adaptations Model



Housing Solutions & Adaptations Pathway



Assessment and Provision of Housing Solutions & Adaptations

Good assessment practice is fundamental to the provision of an effective adaptation service. This should be in the context of a Housing Solutions and minimum intervention approach, promoting independence, and should balance risk with the need to maximise functional potential and avoid over-prescription. An adaptation can complement a range of needs and interventions including rehabilitation and the management of conditions, and should be viewed as integral to the delivery of wider service objectives.

Service users and their carers require to be fully involved in the assessment process and it is essential that there is an outcomes focus to the assessment with clear goals identified, agreed, and recorded. The principal of 'minimum intervention, maximum independence' should underpin every assessment to achieve the most satisfactory outcomes for the person, and effective long-term solutions. An adaptation should only be provided when all other reasonable options have been ruled out, with significant emphasis on rehousing as the first stage of solutions, to be exhausted.

The 'Housing Solutions' approach has been developed to apply the principles of *Adapting for Change*. This focuses on encouraging wider responsibility across our housing, health and social care services, for the much earlier identification and discussion of housing needs and solutions with people in our communities who need advice and support.

The aim is to ensure that needs can be identified, and solutions provided, by a wider range of front-line staff across housing, health and social care, and third sector settings. The expectation is that this will encourage earlier discussion of changing housing needs, and help people to consider rehousing/housing solutions, before crisis occurs. Where adaptations are required, this will also support the identification of standardised adaptation solutions by other relevant staff, reducing the traditional requirement for a community OT assessment for every 'adaptation' solution.

Assessment and provision of housing solutions and adaptations should be recognised as the responsibility of all care groups and services, as a means of supporting overall service delivery. Staff should therefore not be viewed as 'providers of adaptations', but rather as assessors who provide housing solutions and adaptations, to complement their own service provision, e.g. facilitating hospital discharge, delivering a Rehab programme.

The Housing Solutions approach is fundamental to ensure wider access to housing based solutions, through training to enable a wide range of staff to identify the need, and solutions to housing barriers, and where relevant, adaptations.

The Joint Protocol

The Protocol provides a joint inter-agency agreement defining the arrangements between the relevant agencies/partners in terms of the roles and responsibilities of staff and their managers, and the processes across the service pathways for assessment, prescription, and provision of Housing solutions and adaptations.

The protocol aims to achieve equitable outcomes for service users regardless of the housing tenure they reside in or the service they present to.

- The strategic partners will ensure the effective operational implementation of the Protocol across all relevant arrangements across the stakeholder agencies.
- The Partners will ensure robust governance, monitoring and review of the Protocol arrangements to ensure strategic objectives are being achieved.

Roles and responsibilities

The Housing Solutions and Adaptation [Model](#) illustrates the range of professionals /partners, who should support Housing Solutions discussions and adaptation provision, where relevant. The [Pathway Diagram](#) lays out the Pathways that will determine how the relevant roles are applied and the processes followed.

A tiered approach when considering adaptation provision is essential to ensure a wide range and network of support for service users and carers who need advice and assistance. This will be key to improving service delivery timescales and outcomes.

Key to the success of this approach will be clarity of role and associated processes linked with both assessing need, arranging provision, and communication between agencies and with service users.

In summary the roles and responsibility are as follows:

- **Housing Solutions training** and development of direct access pathways and processes across housing tenures will ensure front line staff can identify or respond to service user's needs. This will include the ability to engage in Housing conversations, promoting rehousing opportunities, and early intervention.
- **Direct Access Arrangements:** direct access arrangements should be in place across all housing tenures for non- complex minor adaptations i.e. handrails, level taps, socket raising, over bath shower provision, door entry systems.
- **Assessment Responsibility - Non Complex Adaptations for simple needs** e.g. this could involve the provision of solutions such as, Handrails, level taps, socket raising, over bath shower provision, door entry systems, assistive technology and environmental solutions. Housing Solutions Training for key agencies, will ensure a wide range of staff are able to identify service users and carers need for non-complex adaptations, thus ensuring a quicker and more responsive service, and the HSCP registered Occupational Therapy resource is released to deliver rehab and enablement outcomes, and involvement in the provision of adaptations for more complex needs, as outlined below.
- **Assessment Responsibility - Non- Complex Adaptation Provision for moderate needs** e.g. this may include, wet floor showers, stair lift provision, door alterations. The role for all HSCP Occupational Therapy Staff includes Housing Solutions conversations with service users and carers, and where necessary, assessing the

need for these adaptations and arranging provision. It is also intended that wherever possible, criteria, policy and standard specifications, will assist with the direct provision of showers for residents within housing associations, without the need for an occupational therapy assessment.

- **Assessment Responsibility – Complex needs Adaptation Provision** e.g. this could be multiple smaller adaptations to meet complex needs and/or larger scale changes such as Extensions, and major structural changes to accommodation. Complex needs Adaptations assessment and provision, requires staff experienced in assessing for a wide range of conditions and circumstances and also detailed knowledge of planning regulations, building specifications and regular experience of the associated processes- the incidence of such provision is usually relatively low. As such, the role and responsibility for assessment and recommending this type of provision, is likely to lie with experienced Occupational Therapy Staff (but this could involve other AHP or MDT staff as relevant and it is important to do so to provide a full picture of the needs and context for any agreed Housing Solutions. Relevant staff will work in close partnership with service users, carers and other relevant professionals to identify need and design requirements.
- **Housing Solutions Complex Cases Panel** – in the event that a straightforward solution cannot be identified for the service user, and all immediate options have been exhausted, a multi-agency partnership **Housing Solutions panel** will be established to review these exceptional cases. The intention will be to work with all relevant partners to ensure a shared understanding of the issues and identify a suitable solution and/or decision, jointly agreed and owned by all partners. This step is identified in the [Pathways diagram](#)

Policy & Eligibility Criteria

Legislation in relation to the delivery of major adaptations is complex and the challenge for local services is to ensure that inter-agency services and resources are organised effectively so that people with disabilities regardless of age, diagnosis or housing tenure can access appropriate Housing and Adaptation services easily and equitably. It is important that local services consider these factors when reviewing their provision and ensure that **policy and eligibility criteria** are coherent across all tenures, and where possible, they consider where these could be simplified.

- Partners must work to standardise approaches and help with better use of resources to meet wider strategic goals.

The housing solutions approach should ensure that the viability of an adaptation must be considered in the context of a wider Housing Solutions conversation. The provision of any adaptation must reflect the long-term suitability of that property for the individual's ongoing needs, and require to take into consideration the best use of finite financial resources.

The intent would be to avoid scenarios where properties are adapted at high cost, which will not meet the long-term needs of the individual. Going forward, it is expected that partners will work together to effectively address variances in the application of eligibility and deliver a far more cohesive and consistent approach which delivers benefits in terms of, the best use of resources, and also, better Outcomes for service users.

A strategic Governance group for Housing Solutions & Adaptations (see Governance section) will support all Partners to review Policy and Criteria and identify opportunities to standardise approaches in a cohesive way across all tenures.

This will include:

- Encouraging Direct Access arrangements.
- Affirming that an OT assessment for all Adaptations is not required, recognising the Scottish Government advice that a 'competent person' can carry out this assessment e.g. this may be the person themselves, a housing officer or other health & social care professional;
- Considering policy and eligibility criteria that prioritises early intervention and prevention in an equitable way;
- Prioritises Housing Solutions conversations and re-housing;
- Evidence best use of finite resources;
- Supports the provision of a range of other Housing solutions e.g. technology.

Service User and Carer Engagement

People who require support in relation to Housing Solutions and major adaptations should be placed at the centre of service provision, and need to be involved in the development and improvement of the service.

It is essential that a range of mechanisms and approaches are considered to ensure service users and carers' views are helping develop and review the provision of Housing Solutions and Adaptation services. The use of an outcomes approach will assist to inform services on the outcomes required from service users and their carers, however other mechanisms should also be employed to ensure the most effective contribution to service development and evaluation. This will include key areas of engagement are agreed with service users and representative groups via:

- HSCP's Public Engagement Forum strategy and Strategic Planning arrangements/fora;
- Regular survey of adaptations outcomes associated with service user survey/feedback;
- Wider engagement opportunities and involvement of representative groups linked with work to engage people earlier in (re)housing conversations.

Key mechanisms

A range of different mechanisms will be used to ensure wider engagement with service users and their carers. These need to gather information both with regard to operational service responses but more importantly about the benefit the rehousing/provision of the housing solution/adaptation has provided, and inform strategic developments.

- HSCP Strategic Planning Groups- Adult Services, Older People and Children's Services
- HSCP Public Engagement Forums
- Housing and third sector engagement forums
- Ensure regular surveys used to gauge service user and carer's views on rehousing opportunities, and the quality of adaptation services, and associated outcomes.
- Explore opportunities for service user and carer involvement in Housing Solutions training, including use of service users experiences via case examples ('people's stories')

Access and Public Information

It is essential that service users and carers are aware how to access the information and services they require. Communication has the potential to be fragmented, as the initial contact or referral may come from a variety of sources, and then passed on to a variety of services. The aim should be to deal effectively and quickly with signposting, enquiries, or referrals wherever they initially impact.

Decision making should be transparent and shared with service users so that they are empowered to be in control of their own lives. Partnerships should ensure that they give service users and their carers sufficient information to enable them to make informed choices on the best solutions that are available for them.

Consideration should be given to the best point of access for enquiries or referrals. This could be facilitated through the provision of clear information, such as posters, leaflets or web pages for potential service users or relevant organisations. Material should be tailored to the audience with differences aimed at referring organisations and the potential service user.

The Partners should identify the relevant Information to be held and communicated by each stakeholder. A range of Information leaflets/materials are required and these may include information on the following e.g.

Housing Solutions and Adaptations Service for the partners:

- Overall vision and service model;
- Description of the Housing solutions approach;
- Signposting for support and advice related to rehousing for all tenures;
- Key contacts e.g. within the HSCP, Housing Providers, and Adaptation providers Direct Access Pathways;
- What to expect when adaptations are required;
- Importance of service user involvement and feedback both on an individual and strategic level.

Access and Information

The following should be considered:

- It should be easy for people to get good quality information supporting them to reflect and consider re-housing options and explaining the range of Housing Solutions services and support available.
- Relevant publications should be written in plain language and available in a variety of formats and languages.
- Approaches to communication and information provision should be co-ordinated across partners and agencies e.g. ideally joint publications
- Key contacts/contact points should be identified
- Direct Access should be streamlined across all partner services






Governance

It is expected that all Partners responsible for the provision of adaptations service will promote inter-agency ownership, collaboration, cohesion and accountability across the system. Governance of the Housing Solutions & Adaptations service model should ensure a seamless service is delivered, and that clear lines of accountability, inter-agency monitoring and a Joint protocol is in place to ensure equity.

Legislation, and operational arrangements, which underpin the current assessment and provision of adaptations mean that a wide variety of agencies may be involved in the provision of adaptations, and processes can be time consuming, fragmented and complicated by tenure. Partners often include Health & Social Care services, housing providers, building control, in-house or external architectural services, Care and Repair, and legal services. Where there can be a lack of co-ordination amongst these services and agencies, there is also no cohesion for service users in the process, and often valuable time is spent chasing progress. In addition whilst it is acceptable to have different arrangements in place across tenure, it is not acceptable to have different customer practices that are not equitable.

The Housing Solutions & Adaptations partnership arrangements require to clearly identify responsibility for the strategic management and governance of the service. This is essential for all stakeholders and will assist in communication with service users and their carers, as well as internally across the relevant agencies from frontline staff, to senior strategic managers.

Good governance and management will require:

	Agreed priorities identified from a comprehensive assessment of need (including by tenure) to enable forward planning;
	Agreed protocol between all partners including between budget holders and IJB;
	Clearly defined and aligned criteria, to demonstrate consistent application of eligibility of service users for assistance;
	Clear management and performance monitoring plan;
	Be transparent and accountable to partners and stakeholders including service users and their carers.

Strategic framework

It is proposed that the strategic framework will be supported by a specific Governance body, with clear reporting structure to IJB, RSLs/ Housing, and the local authority.

- The strategic Governance group will facilitate the identification of the responsibilities, objectives and targets jointly agreed by all the partners and place this information within a clear management & performance monitoring plan (see Performance section).
- The strategic Governance group will support the effective identification of need across all tenures, related to the provision of adaptations and wider Housing solutions.
- The strategic framework will recognise the importance of the provision of housing based solutions in terms of meeting wider strategic goals e.g. prevention of admission to hospital, supporting long-term conditions etc.
- The strategic framework will recognise the importance of standardised approaches across all tenures to the application of eligibility criteria and policy (see Assessment section).
- One key area of responsibility should be ensuring engagement with the wider public and service users is consistent across the city, and of good quality. The governance group should draft and get approval for an engagement plan. (This plan will cover communication, information and advice and customer satisfaction surveys).

Partnership arrangements

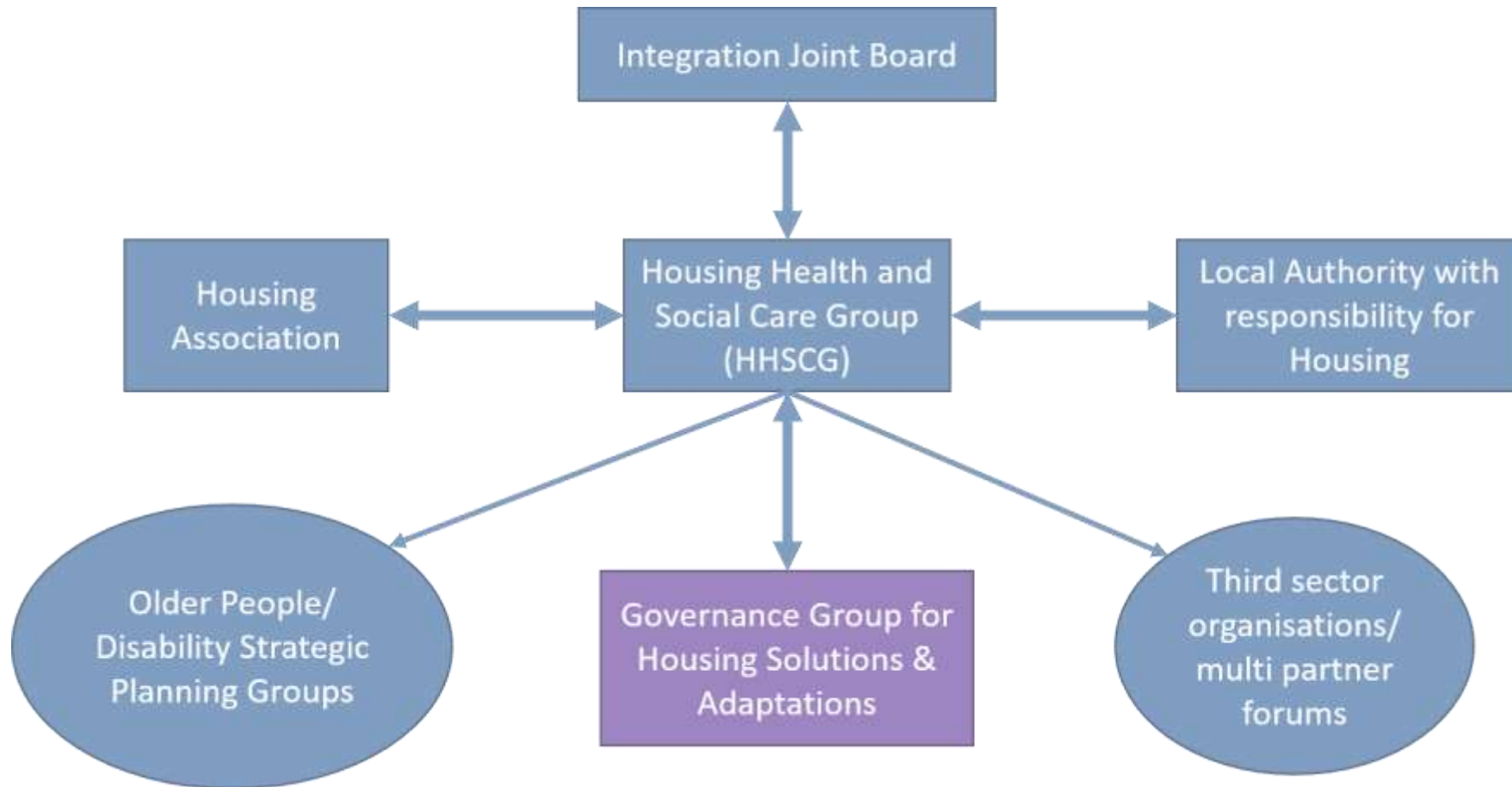
- The Governance Group will be established to oversee the agreed protocol and performance monitoring arrangements, reporting back through the reporting structures on service delivery, quality etc. This will include the establishment of the Complex Cases Panel to jointly deal with exceptional cases.
- Membership would span all partners and include a relevant mix of expertise and skills to effectively deliver the governance role. It is expected that members would include: HSCP (health, and social care leads), local authority private sector Housing, and representatives of Housing Association providers, Service users and Carers, Care & Repair, private sector landlords, and third sector organisations. It should be led by a member of the Housing, Health and Social Care Group.
- The level of delegated responsibility should also be agreed by partners.

Operational & strategic roles

The Governance Group should identify which managers/leads have key strategic and operational roles in the effective delivery of a Housing Solutions based approach:

- The Governance group should identify the key leads within each Partner organisation, mapping out key roles and clarifying engagement and communication for effective Partnership governance.

Example Housing Solutions Governance arrangements






Funding arrangements

Funding streams for the provision of adaptations are complex and linked to tenure. This requires Housing, and Health & Social Care partners, to ensure that satisfactory arrangements are in place to direct people effectively to the appropriate service.

The aim is that the relevant partners should work together to agree the range and type of Housing solutions and adaptations that will be provided by the partnership, and how best to utilise funding streams for these. Regardless of tenure and the source of funding, the level of service received from assessment to provision should be equitable across private homeowners, council tenants, private landlord tenants and Housing Association tenants (a tenure-neutral approach).

Partners should also explore opportunities to jointly deliver business efficiencies in the procurement of adaptations.

As recommended in the main Scottish Government Guidance on providing Equipment and Adaptations:

	Partnerships should remove the Grant process (Scheme of Assistance), ensuring simplified service pathways which are properly tenure neutral and providing equitable responses for people in our communities irrespective of the type of property they happen to live in.
	Partnerships should agree their joint strategy and pool resources to ensure the ability to fund streamlined, responsive, tenure neutral service solutions.
	Partnerships should explore all opportunities for economies of scale and efficiencies in the joint procurement of adaptations, and ensure the promotion of products and solutions which allow the maximisation of recycling where ever possible.

Planning future Funding use, and the Housing Solutions Approach

- Among the key goals of integration of health and social care is to shift the focus of services to prevention and anticipatory care, based on a person centred approach. The partners require to agree how best to meet these needs and move away from arrangements that only fund crisis responses.
- The Scottish Government has confirmed that there is no requirement for Housing Associations to have an OT assessment to carry out adaptations for their tenants. This will enable Housing Associations to respond earlier to tenants' needs.

Projecting need

Assessment and projection of need is essential so that forward planning may be possible. From there, allocation of resources can be more confidently carried out based on systematic analysis of evidence. Analysis and assessment should look at various data including the following:

- Demand – e.g. current assessed need
- Nature and volume of adaptations carried out over e.g. last 2 years...
- Client Groups receiving adaptations e.g. older people, children
- Tenure
- Health Conditions - linking strategy around prevention/support and early intervention.

A reliable evidence base will enable improved forward planning, for appropriate housing stock, increase service efficiency and provide a sound basis for resource allocation for a range of housing based solutions.

Integrated budget planning

The strategic Governance group for Housing Solutions & Adaptations (see Governance section) will scope social care housing need under the direction of the IJB. This group will consider how best to develop robust analysis and forward planning, with the aim of enabling improvements to service design and delivery to: -

- Strategically identify resource requirements;
- Earmark a proportion of the available budgets for prevention and early intervention work;
- Scope out resource demand for expanding adaptations with relevant associated initiatives e.g. to incorporate telecare services/equipment;
- Review and consider the expansion of relevant third sector services e.g. Expand the Care and Repair Service;
- Review and update guidance to Housing Associations on funding arrangements.
- Identify opportunities for integrated procurement and recycling across the partners.

Performance




A modern service which is fit for purpose, places the views of people who use the service and their carers', at the centre of service provision. The process which delivers the best housing solution for the person, should be one of partnership across a wide range of key stakeholders in which the person and their carers' are the key partners. The effectiveness of the housing solution (rehousing, adaptation...) should be measured by the extent to which it meets the individual's needs sensitively, effectively, and cost efficiently.

A Performance framework has been developed which outlines the key areas which require to be measured and monitored, in order to evaluate if the Housing Solutions & Adaptations service model is effective in its stated objectives. The performance measures will complement wider service performance, monitoring and evaluation and effectively measure outcomes for service users and their carers ('the difference being made'). The aim is to robustly capture performance information which evidences the Outcomes from earlier intervention, Housing Solutions approach across the Partnership e.g. rehousing, as well as key, common performance information, regarding the provision of adaptations and equipment solutions.

It is important that any partnership performance framework acknowledges and compliments existing performance data gathering arrangements within the stakeholder organisation.

Each of these organisations is likely to have their own performance measurement frameworks, and where these are operating effectively, these should be utilised to complement the gathering of Housing Solutions specific information.

The objectives of the performance framework is to provide a partnership-wide picture of the Housing Solutions and Adaptations service which will:

	Provide a bench-mark for delivery
	Become part of the monitoring framework of the Health and Social Care Partnership.
	Inform policy and practice and the further development of the service

Service objectives

The overall service objectives are outlined in the diagram below. These will be used to measure wider service improvements.

Performance indicators

Performance should be measured through an annual snap shot of performance across the partnership which will measure time, quality of delivery and outcomes.

- This will be based on a sample (e.g.10% of cases) which will be determined from the start of the financial year to allow each organisation to gather the relevant performance data across the year.
- Each organisation will submit their performance data at the end of the financial year and the city wide report will be collated by the HSCP.
- The work will be proportionate for each organisation and should draw on data which is already being collected, but also include new mechanisms to capture early intervention work related to rehousing, measuring the impact this approach has had on subsequent requirements for more complex adaptations.
- To capture Outcomes, and customer satisfaction, a survey will be carried out on the cases identified.

Service user outcomes/Experience

- Supports people to stay at home for as long as possible
- Prevents unnecessary hospital admissions
- Supports people to get home from hospital
- Helps people make the right housing choices

Performance measures (information to be included)

Service user outcomes/Experience

- End to end time taken across a range of Housing Solutions (rehousing provision, Adaptations, tech, and other solutions)
- evidencing the range of professions/ staff/services involved in supporting the Housing Solutions outcomes
- The data should include:
 - Minor to complex adaptations
 - Rehousing
 - Other solutions & interventions & their outcomes – e.g. re-ablement/ Rehabilitation
 - User experience satisfaction
 - Detailed qualitative information on the Outcome for the person.

Training and Development

The 'Housing Solutions' training programme has been developed to apply the principles of Adapting for Change, encouraging wider responsibility across our housing, health and social care services, for the much earlier identification and discussion of housing needs and solutions with people in our communities who need advice and support. Emphasis is on early intervention, simple solutions, exploration of rehousing opportunities, and personal outcomes.

The training modules support this ethos and encourage a multi-partnership integrated approach to identifying and assessing for local solutions. This ensures that needs can be identified, and solutions provided, by a wider range of front-line staff across Housing, health and social care, and third sector settings. The expectation is that this encourages earlier discussion about changing housing needs, and helps people to consider rehousing before crisis occurs. This also supports the identification of standardised adaptations solutions by non-OT staff, removing the traditional requirement for a 'social work' occupational therapy assessment for every 'adaptation' solution.

Housing Solutions & Adaptations Training programme

- The training programme has been designed to be delivered in localities by inter-agency (Housing, Health & Social Care) trainers. The format is classroom based but can also be delivered online, and will utilise case-studies (Service user stories) and demonstration areas where possible (e.g. Stairlifts, bathrooms, Telecare etc...) to help with the assessment element of the modules.
- The programme will be delivered in a targeted way to engage key services and staff across all relevant service settings.
- The Training programme will be evaluated to ensure the effectiveness of the learning in terms of achieving the desired service outcomes.
- Overall governance and planning for the training programme will be overseen by the Housing Solutions Governance group.

Training modules

- There are 3 levels of Training Module within the training programme. The first level (Module 1) encompasses the key principles and aims of the AFC programme, and sets the tone for the overall approach in terms of 'acting early' and having 'the right (housing) conversations'. This can be delivered to all staff who come in contact with people who need timely and effective advice about a range of Housing based solutions. Modules 2 & 3 will be for those staff who have a designated assessing role for the provision of adaptation and technology solutions.
- An additional Module is available to support the training of the inter-agency trainers.
- The training modules strongly emphasise good assessment practice and encourage assessors to take a 'minimum intervention approach', consider their reason for provision, contraindications, recording of decision making, and a detailed record of alternatives considered and discussed with the service user.
- The training is supported with a competency framework.

Trainers

Effective delivery of partnership training is reliant on the use of practitioner trainers from across professional and agency services.

- The trainers will be paired with colleagues from other professions/service settings/agencies to mix the experience and enhance the joint working ethos.
- It is expected that services/partners will ensure that their service areas all contribute to the provision of appropriate staff to act as trainers and support the delivery of the training programme.
- The Trainers will be supported in their roles and contribute to the evaluation of the learning process.

Service users and carer involvement

To make the training as effective as possible, service user and carers experiences should be reflected in the training mediums e.g. use of digital stories, case studies etc. Service users and carers' views should also influence the development of training modules.

- The Training programme encompasses service user's stories to illustrate the key issues facing people who rely on Housing and Adaptations to meet their needs.
- Digital stories will also be used to help staff understand the Housing Solutions approach.