

# Good Practice Guide



# August 2022

# Adaptations & Housing Solutions



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## Introduction

The purpose of this Guide is to support local Housing and HSCP services to effectively strategically develop, deliver, manage, and monitor the pathways for the provision of adaptations and wider 'housing solutions' including rehousing, from the point of assessment through to provision, and the conclusion of the assessment process.

This guide was originally developed for the previous national Guidance (2009) and was published in 2011 as an accompanying good practice tool. This version has been amended and updated to reflect the integration arrangements across Health & Social care, and Housing, and to compliment and support the use of the new [Equipment & Adaptations baseline assessment tool](#), which has been developed as a tool to help partnerships evaluate their performance in relation to the updated national Guidance, and improve service provision.

This Guide is in a 'checklist' format, and identifies detailed components which should apply to all effective and efficient services. This provides the detail which underpins the **Key Actions** detailed in the main Guidance. By utilising the checklist, this should assist partnerships in the application of a consistent, standardised, and systematic approach to service development and delivery across all areas of Scotland.

This is also supported by a [Housing Solutions Joint Protocol](#) which provides a ready-made framework for local partners to work jointly to improve service pathways for the provision of effective housing-based solutions. Much of the information in this guide is reinforced within the Protocol but in a format which could be used as a ready-made tool to support local partnership working.

- We are recommending that all partnerships should utilise this Guide to assist them to review their current adaptations and wider housing support service(s), and to complete the new evaluation [Equipment & Adaptations baseline assessment tool](#) which is part of the main Guidance document.

This sits within the framework of the national **Guidance on the Provision of Equipment and Adaptations**, and has been reviewed and updated in-line with the revised version of that Guidance, to be issued later in 2022.

This Guide will be reviewed in line with the overall timescales for review of the National Guidance on Equipment and Adaptations.

## Context and Background

In the updated Guidance on the Provision of Equipment and Adaptations, one of the key actions set out for local partnerships is to review their models for providing adaptations in line with more recent national work which broadens the scope to reflect the need to have a ‘Housing Solutions’ focus to all housing-based needs. This fits with the overall aims of this guide which are to assist local partnerships to ensure that they can demonstrate that they achieve the following:

- Place the user and carer at the centre of adaptation provision
- Promote a consistent approach to the assessment for, and provision of adaptations and other wider Housing Solutions, across tenure – tenure neutral approach, which does not disadvantage someone based on the type of property they live in.
- Ensure the application of a **Housing Solutions** approach which promotes early intervention in exploring all housing options for people whose circumstances are changing or likely to change, and promotes re-housing as the first service response to changing needs.
- Ensure that effective signposting to access Housing Solutions information is in place.
- Ensure that users and carers have access to up to date and relevant information on adaptations and wider housing solutions so that they can make informed choices
- Promote good practice and partnership working in relation to housing solutions provision
- Implement effective, integrated service pathways to ensure the timely provision of all housing solutions.
- Promote good practice in relation to monitoring inter- agency performance and delivering service improvement

Legislation and funding arrangements in relation to the delivery of major adaptations, are 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 advice and adaptation services easily and equitably.

The Adapting for Change workstream, and subsequent Housing Solution programme have illustrated that delivering effective Adaptations service responses, is dependent on establishing a wider strategic context which ensures that prevention and early intervention in addressing Housing based needs, are ‘everyone’s business’ across health, social care, as well as within housing services. Everyone responsible for delivering adaptations and other housing solutions, needs to work well together. These relationships cannot be left to emerge spontaneously. This good practice guide is intended to provide a clear structure, and pathway to assist with the process of developing effective local arrangements.

## Service Model

It is recognised that service development for adaptations across the various partnerships differ across the country. A range of models have evolved that are fragmented, historical and linked to tenure. The degree and level of integrated service development and delivery can be directly linked to the strategic infrastructure in place in the local partnership. It is therefore recommended that all relevant stakeholders at the local level, work jointly to agree a clear strategy for the provision of all housing based solutions, which will pool resources to deliver the most effective outcomes for people within their communities.

The scale and type of models adopted may continue to vary to reflect local arrangements. However the key areas identified in the Service Model checklist below should be evident in the nature and focus of the service model provided.

### Checklist 1: Service Model

#### Outcomes focus

In all relevant documentation for the service (including training materials) there should be a clear measurable statement describing an outcome focus to the service provision. This should refer to the relevant outcome requirements and highlight the following themes:

- What will the provision of the housing solution (rehousing, technology, adaptation...) achieve for the service user? E.g. will it reduce the level of home-based care, alleviate risk, and/or promote independence?
- Is there fair and equitable access to a range of housing solutions e.g. across age, diagnosis, diversity and tenure?

Individual Outcomes for Service Users:

- Do we fully involve the service user and where appropriate his/her carer throughout the process?
- What do service users want to be able to do that the provision of an effective housing-based solution will support? E.g. is there the correct balance between responsible risk taking and promotion of independence?

#### Rehabilitation perspective

In all relevant documentation for the service (including training materials) there should be a clear statement describing the objectives of the housing solutions service in terms of wider rehabilitative and enablement service provision:

- How does the provision of housing-based solutions contribute to local and national strategies in relation to rehabilitation and enablement?
- Is there a clear message of 'minimising intervention, to maximise independence'? This should describe the aim of housing solutions based provision as being a means to support rehabilitation and avoiding over prescription.

## Strategic goals

Key strategic goals should be set which give all stakeholders a 'clarity of purpose' in achieving key outcomes for service users:

- What are these goals?
- Is there an outcome focus?
- How will the partnership achieve these goals?

## Service Model

The partnership service model should be developed, and reviewed, on the basis of the effectiveness of the service pathway in achieving key outcomes for individual service users across all care groups, and which detail key roles and responsibilities for service providers:

- Which services and staff across all partner agencies and third sector orgs need to be able to provide housing solutions advice and interventions (including adaptations) where relevant?
  - Partnerships should consider the range and level of staff that can identify need, and assess for housing based solutions, using the proposed model of provision in Appendix 1 (page 7) in the *Housing Solutions Joint Protocol*.
- As above, an inter-agency Housing Solutions Joint protocol should be in place to achieve effective outcomes for service users regardless of tenure.
  - What arrangements need to be in place to make this happen?
- As part of the Protocol, the partnership needs to jointly agree policy and criteria which is consistent across all housing, health & social care pathways supporting early intervention and prevention, as well as responding to critical need.
  - Is there a jointly agreed tenure neutral approach to eligibility and criteria which minimises barriers to provision?
  - Is there an integrated pathway across agencies for the assessment of housing based needs and solutions, and which is tenure neutral?
  - Is there evidence of effective integrated working?
  - Is there evidence that individual service user outcomes are at the centre of service provision and that promoting choice and flexibility is valued by assessors?
  - Is there an anticipatory approach to assessment, care planning and review which supports early housing conversations and promotes consideration of appropriate long-term housing solutions?
- As part of the wider Housing Solutions approach, is there a register of adapted houses (or equivalent approach), across all tenures and a means of matching them to service users seeking a particular type of property?
- Is financial assistance considered for house purchase or sale, to help people who own their own home, to move to a more suitable house that's cheaper or easier to adapt?
- Does the allocation process make the best use of housing stock?

## Direct Access

The Housing Solutions service model should provide opportunities for fast tracking service users with recognised and agreed needs straight to service delivery, and promote direct access to common standard adaptations without the need for an occupational therapy assessment.

- Have the partners identified and agreed the range of adaptations which should be included in the direct access arrangements?
- Have these arrangements been publicised so that staff and service users understand the processes?
- Are these arrangements clearly supported with appropriate and simplified tools and processes which minimise barriers in the system?

## Partnership Arrangements

There is an urgent need for all partnerships to promote inter-agency ownership, collaboration, cohesion, and accountability across the system.

Those responsible for delivering the different aspects of a holistic housing solutions based service, across the health & social care partnerships, within the public housing sector, and private ownership and private rented tenures, need to effectively work together.

The **Housing Solutions Joint protocol** provides a framework to achieve effective partnership arrangements.

### Checklist 2: Partnership arrangements

Partnership arrangements
<p>The Housing Solutions Protocol will outline the following:</p> <ul style="list-style-type: none"><li>▪ Who are the Partners?</li><li>▪ What are the responsibilities of the Partners?</li><li>▪ What are the financial responsibilities of the Partners?</li><li>▪ How are decisions made and who is accountable?</li><li>▪ How, and what resources are committed?</li><li>▪ How is the partnership managed?</li><li>▪ Are roles clearly defined and understood by all?</li><li>▪ Have pooled budgets been optimised?</li></ul>

## Governance

Partnerships require to clearly identify responsibility in the management and governance of the arrangements. This is essential for all stakeholders and will assist in providing clear strategic direction for the partnership arrangements.

### Checklist 3: Governance

#### Governance framework

The following should be considered:

- What are the groups/forums that are responsible for the development, implementation, and monitoring of the Housing Solutions & Adaptation partnership arrangements?
- Who are the members of these groups – are these at the correct strategic level for the decision making process to be effective?
- Are there gaps/are key stakeholders missing?
- How are service users voices reflected in the arrangements?

#### Operational & strategic roles

The partnership should identify which managers are responsible for the different aspects of the partnership arrangements:

- Each partner should identify lead officers, responsible for 1. The strategic direction, and 2. The effective operational delivery within their organisation.
- What are the roles and responsibilities of these managers and how are they involved in decision making?

## Access and Information

It is essential that service users and unpaid carer's are aware how to access the services they require. The Housing Solutions ethos is based on ensuring that people get early access to good quality information that helps them reflect on a range of housing based solutions for their long term needs. This should include emphasis on full exploration of rehousing options, and signposting to advocacy and advice to support decision making.

If people do then require adaptations, equipment or technology solutions to help them live safely in their home, then the pathways should be seamless and tenure neutral. Ideally all public information (posters, leaflets, web pages etc.), provided by all relevant agencies, should have standardised information which offers clarity on processes and offers 'direct access' solutions wherever possible.

One stop shop models, and central points which can then signpost people on, offer a unified and standardised approach.

All services should review their current partnership models and pathways to ensure access routes into service provision, and information provided, is fully accessible and barrier free.

### Checklist 4: Access and information

#### Access and Information

The following should be considered:

- Have partners clarified the collective range of services provided and the solutions available to people who have housing based needs?
- Have partners reviewed their pathways to streamline access and remove unnecessary barriers?
- Does the public information clearly inform people of all their options in terms of wider housing based solutions?
- Is there a clear early intervention strategy across the health & social care, and housing partnership which promotes the provision of information to assist people to consider their housing needs and rehousing opportunities, at the earliest stage?
- Is the information of good quality, and provided in a wide range of communication formats e.g. posters, leaflets, online....

#### Criteria for Provision

- Have partners collectively reviewed criteria to ensure this is consistent across all services, and simplified and barrier-free?
- Is this information published so that services and the public are clear on the eligibility for service provision?
- Do partners regularly review criteria to ensure it is fit for purpose in terms of meeting wider health and wellbeing objectives, and avoiding unnecessary barriers in the system?

## Timescales

- Are standard timescales available and published for relevant processes in the service pathways?
- Are these effectively communicated to all relevant stakeholders and the public?

## Monitoring Service Outcomes

- Are arrangements in place to monitor the service outcomes for all housing solutions, including early intervention and rehousing, as well as adaptations?
- Are outcomes reported as part of the strategic and planning arrangements?

## Assessment and Provision of Adaptations and Housing Solutions

Good assessment practice is fundamental to the provision of any effective service. This should be in the context of promoting independence and self-management, and should balance risk with the need to maximise functional potential and avoid over-prescription. Helping resolve difficulties that a person may be experiencing within their current home, is likely to help address a range of needs, and support interventions including rehabilitation and the long-term management of conditions, and should be viewed as integral to the delivery of wider service objectives.

As highlighted in the Guidance on the Provision of Equipment and Adaptations '*an outcomes focused approach to assessment will identify the desired outcomes for the individual and support individualised interventions*'. It is therefore important that partnerships ensure that their assessment process demonstrates this approach.

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 principle of 'minimum intervention, maximum independence' should underpin every assessment.

Early identification of housing needs should be recognised as the responsibility of all care groups and services, as a means of supporting wider housing, health & social care objectives, and supporting the overall wellbeing of people in our communities.

Health & social care partnerships, and their housing partners should jointly train an extensive range of staff to be able to effectively identify housing needs, and respond by supporting service users to consider rehousing opportunities which would help support their longer term needs, and other complimentary solutions to keep them safe.

Where people may need an adaptation, again a wide range of frontline staff should be identified as assessors, with the aim of streamlining processes and ensuring no unnecessary barriers in the system. Direct access arrangements should be encouraged, and acceptance across all partners that an occupational therapy assessment is not required to allow the provision of an adaptation for straightforward, non-complex needs e.g. showers.

Partnerships are encouraged to view the assessment for adaptations as part of a wider housing assessment and ensure all staff are trained to consider innovative solutions for individuals e.g. interface with ownership options. There is also a need to ensure access for service users to specialist housing knowledge and advice where required. This is particularly critical for owner occupiers. It is essential that service users get advice about all the options available, as a first step, rather than at the end of a failed or failing process. A major adaptation should only be provided when all other options have been fully explored and ruled out.

## Checklist 5 – Assessment and provision of adaptations and housing solutions

### Protocols

A Protocol should be in place which 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 based solutions.

A wide range of staff across health & social care settings (including hospital settings), housing agencies, and third-sector partners require to have clear roles in the early assessment of housing based needs, and processes and systems should be in place to achieve equitable outcomes for service users regardless of the housing tenure they reside in or the speciality they present to.

- Is there a Protocol (s) in place which clearly advises of roles and responsibilities across the agencies, for the assessment of housing based needs?
- Is there ownership of this across the agencies?
- Is this effectively communicated via training/briefings as required?
- Are these arrangements reviewed, developed, monitored and implemented as required?
- Is it clear which forum/group of managers/manager; has lead responsibility for these arrangements?

### Roles and responsibilities

Via the Protocol arrangements, staff within hospital and community based services (including physiotherapists, nurses, occupational therapists, and social work staff) should be able (following appropriate training) to provide a wide range of housing solutions, relevant to the type of service they deliver, and not based on professional or agency boundaries. Other professions are not precluded from this access and consideration should be given to inclusion of relevant staff within the different service settings e.g. including social work support staff, rehab workers, and housing officers.

These arrangements should ensure that staff can identify housing needs and effectively signpost service users and their families to assist them to fully explore rehousing opportunities in the first instance, and where appropriate, provide adaptations directly, without having to refer on to a separate agency or professional group to process on their behalf.

Staff who assess and order adaptations are responsible for satisfying themselves as part of the assessment process that the adaptation meets the assessed needs. Only at this stage can the full assessment process be concluded. If there are any concerns then the member of staff should not provide the adaptation, and will record in their relevant paperwork the reasons for this.

- Is there a joint agreement between agencies minimising the number of professionals engaged in the assessment process?
- Are there clear criteria for deciding who should carry out an assessment?
- Are those criteria written down and jointly agreed by all?
- Is there a process where decisions can be reviewed and cases passed on for inter-agency consideration, if required?

## Standard and Specialist provision

Provision of a housing solution, and adaptation, differentiates between meeting needs which may range from general non-complex needs, to complex and highly specialist needs e.g. extensions, where experienced occupational therapists require to be involved.

Supported by effective training, and through good assessment practice and by evidencing their reasoning, a range of multi-professional front-line assessing staff, should be able to establish what needs are, and identify solutions.

The referral on for specialist occupational therapy assessment where the need is complex, should not pre-judge what the outcome of that assessment review may be e.g. this should not be a 'prescriptive referral' for a certain type of adaptation, but identify the needs that require to be met.

Rehousing needs to be fully exhausted at every stage irrespective of the professional staff involved in the assessment and provision:

- Do the partnership arrangements allow a wide range of staff to provide rehousing advice, and adaptations for non-complex needs?
- Has the service fully explored the opportunities to provide wider access for trained assessors to assess and provide different types of standard adaptations e.g. Stairlifts/showers?

## Competency support

Arrangements for support and advice need to be clearly signposted within the service and compliment the training and competency arrangements.

- What arrangements are in place for support and advice for assessors across the partnership agencies and services?
- Are these integrated and standardised for consistency?
- Do all assessors and their managers know about the support available?

## Service Delivery

Where adaptations are required, it is essential that service provision is effectively planned and delivered across all relevant partners. The aim should be that the service user experiences a seamless service, and an important service delivery objective would therefore be to minimise the number of contacts the service user has in order to achieve a successful service outcome. This can best be achieved by having systems and protocols in place which provide clarity for staff and the public on the access points for good quality information, policy and criteria, and ensure that any barriers are minimised.

The arrangements must also be truly tenure neutral and remove the requirement for a grant application for owner occupiers, with 100% funding provided as standard.

It is also essential that resources reflect demand, and that the process of identifying need is clearly linked to partnership priorities e.g. *maximising independence and maintaining people to live independently for as long as possible in the community*. Agreed partnership priorities should inform budget setting, rather than the funding sources and levels determining the priorities. The estimate of need should go beyond calculations based on previous demand and should reflect demographic projections and any areas of unmet need suppressed by past application of arbitrary eligibility criteria.

## Checklist 6: Service delivery

### Service Level Agreement

Where there is a managed Adaptations service in place, it is important to have a Service Level Agreement which outlines all responsibilities of the service provider, and the arrangements with the commissioning partners. Equally the same principles can apply to in-house arrangements.

The Service Level Agreement should detail the scope of the operational service (service specification), the objectives, agreed service standards and provide a framework for performance monitoring:

- Is there a Service Level Agreement (SLA) in place?
- Does the SLA contain a service specification and set standards? E.g. time from enquiry/original referral, to assessment, and provision.
- Is there an agreed timescale for the review of the SLA?
- Is the service monitored as part of wider performance monitoring across the HSCP?

### Funding and Monitoring arrangements for adaptation provision

Funding arrangements and priorities should be agreed jointly across all the Partners, in line with the governance responsibilities of the IJB:

- Are the agreed financial arrangements written down and signed off by all partners?

Monitoring mechanisms and structures should be in place, which ensure full ownership and accountability in relation to expenditure across all partners, and best use of the financial resources available through all funding streams:

- Is there a partnership governance group which has responsibility for agreeing the best use of available budgets, with named individuals with lead responsibility?
- Are there robust arrangements for the ongoing review of these arrangements?
- Are there clear timescales around forward planning for annual budget reviews?
- Are financial reports submitted to strategic managers for monitoring?
- Are trend reports provided and actively analysed to support future funding, and alert to pressures and need within the population?

### Staff

The delivery of an effective Housing Solutions focused service will be reliant on well trained, supportive staff, with clear direction in terms of their responsibilities:

- Are there enough staff in place to effectively deliver all aspects of the service?
- Is there a training programme which promotes the partnership goals and vision, and supports an effective housing solutions, early intervention approach, in place for all staff?
- Are staff clear about their roles and responsibilities?

### Procurement

Effective Procurement is a way of levering in financial efficiencies into the partnership arrangements, and helps standardise the quality of services provided:

- Are there contracts in place for the procurement of adaptations including, servicing and maintenance arrangements (see H&S below)?
- Are these across all partners/agencies to encourage economies of scale and attract additional savings, and help standardise provision across all tenures?

## Health & Safety

The service requires to meet obligations in relation to Health & Safety legislation. It is essential that the service can demonstrate 'due diligence' and that comprehensive systems are in place which provide transparency and accountability in the operation of the service. It is also essential that the arrangements are tenure neutral and that servicing, and maintenance arrangements are the same for all installations across all tenures:

- Is there a programme of servicing and maintenance for all relevant adaptations across all tenures in line with health and safety legislation?
- Are all staff aware of these arrangements?
- Are procedures in place for incident reporting with clarity of roles and responsibilities?

## Communication

A communication strategy is a vital device in making sure that all internal stakeholders within the partnership are fully involved in the effective delivery of the Housing Solutions model. A range of mechanisms should be considered, which recognise the needs of individual services, and professions, as well as provide joint forums for the sharing of expertise, and the development of relationships which effectively support integrated and joint working.

Publication of information should include clear and accessible information on the range of options people should consider if their housing needs have changed, an outline of the processes for service provision, and should be available in appropriate formats. Partnerships should review eligibility criteria to ensure this is consistent, equitable across tenures, and minimised or removed, where this presents unnecessary barriers, particularly for early intervention solutions. This information should be clear in all relevant publications for staff and the public.

Internal and inter-agency communication should be streamlined, with clarity on access points, and key contacts to ensure the effective flow of information between partners.

### Checklist 7 – Communication

#### Stakeholders

All stakeholders should be clearly mapped out:

- Which managers need to be communicated with?
- Which staff need to be communicated with?
- What information should be provided e.g. Financial, performance, training, protocols?
- 

#### Key mechanisms & lead responsibilities

Key mechanisms should be agreed by the strategic partnership management:

- What mechanisms need to be in place to ensure communication and information is well co-ordinated?
- What groups require to be set up and what frequency should these meet.....twice a year? E.g. consider bringing together groups with front-line staff, middle managers, third sector reps etc., which will have different experiences of housing solutions needs.
- What existing groups/forums can be accessed?
- What other mechanisms should be used e.g. newsletters, website, and annual events?
- What should be the agreed frequency of communication arrangements?
- Who will oversee and lead on the partnership communication strategy and report on progress?

## Service User and Carer Involvement

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 based services. Existing forums and mechanisms for gathering service user and carer feedback will help 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.

### Checklist six: Service user and carer involvement

#### Key mechanisms

A range of different mechanisms should be considered. These need to gather information both with regard to operational service responses but more importantly about the benefit the provision of the housing solution approach has provided:

- Are there existing Service forums that can be used which already involve service users and carers e.g. forums established under the health and social care and housing partnership arrangements, and/or third sector agencies?
- Do new forums require to be established?
- Are there regular surveys used to gauge service user and unpaid carers views e.g. Annual, bi-annual?
- Do the questions asked, clarify the difference the provision of the housing based solution has made e.g. what can someone now do? Do they feel safer/more independent? Has it stopped a hospital admission...
- Are service users and carers involved in the provision of training which promotes a housing solutions approach and good practice in adaptation provision? e.g. either in person, or by use of their stories and experiences?
- Are different mechanisms considered to give service users and carers a voice e.g. use of digital stories?

# Performance

A Performance framework should be developed which outlines the key areas which require to be measured and monitored, to evaluate if the all aspects of the housing solutions and adaptations services are effective in their stated objectives. This performance framework should be linked to service standards and whole system protocols. The performance measures should complement wider service performance, monitoring and evaluation work across the HSCP & housing partners arrangements, and explore ways of effectively measuring outcomes for service users and their carers ('the difference being made').

## Checklist 9: Performance

### Service objectives

The service requires to have written service objectives which are widely communicated to all stakeholders

- Are there clear service objectives?
- How are these communicated?

### Service standards

The major adaptations service requires to have service standards for the assessment, provision processes, and quality of adaptations.

- Are there service standards in place?
- How/when are these monitored?

### Performance indicators

A concise range of performance indicators should be agreed by the key stakeholders and be used to monitor effectiveness in all areas of the provision of housing solutions interventions and adaptations. These should include response/delivery times, business efficiencies, quality of service provision, recycling, service demand, complaints, staff training, and prioritise the gathering of information which evidences the outcomes for service users.

- Has the service identified performance indicators?
- Have the service and systems in place been benchmarked against similar services?
- Are effective inter-agency monitoring arrangements in place across the care pathway and tenure?
- Are these effective in evidencing service improvement?
- Do these include ways of measuring the impact of housing solutions interventions including rehousing and adaptation provision for service users and carers?
- Are effective service user feedback systems in place and is feedback linked to service improvement?
- How is the service monitoring information then translated into service design and delivery?

## Training and Development

As highlighted in the main Equipment & Adaptations Guidance, as part of the national Housing Solutions programme, [training modules](#) have also been developed to support and encourage a multi-partnership integrated approach to identifying and assessing for local solutions, widening the focus to consider all aspects of the service users housing needs and proactively encourage early intervention around rehousing opportunities to support long-term needs most effectively.

The aim is to ensure that needs can be assessed, and solutions provided, by a wider range of front-line staff across Housing, health and social care, and third sector settings, removing the traditional requirement for a referral to occupational therapy, and instead only using more specialist resources for complex cases.

The core half day Housing Solutions module (1) is for all relevant front-line staff across all services, care groups, and third sector partners and supports them to effectively explore a service users housing based needs and signpost them for advice and solutions including rehousing as a first consideration to be fully explored. Additional modules (Housing Solution 2&3) are available for supporting wider groups of staff to be able to assess for different types of adaptation provision depending on complexity of need. The focus is still very much about exploring all alternative and complimentary strategies to ensure the most effective long-term outcomes for the service user.

Staff across services who are involved in identifying the need for an adaptation should be trained to assess and provide a range of adaptations for non-complex needs irrespective of their own professional background. This training should be provided via a core 'standard provision' module'. This will ensure that service users and their carers get access to adaptations more quickly and effectively without the need for additional assessment unless the complexity of their needs requires a referral for a specialist assessment.

## Checklist 10: Training and development

### Training programme

A range of Housing Solutions and adaptations training modules and opportunities should be devised and delivered via a year round joint partnership programme including a core 'module' and other topic specific modules. All relevant services/partners require to ensure that their staff access the core training module as a minimum, and any additional training modules, relevant to their service needs.

- Is there an annual training programme in place?
- Does this provide a range of learning opportunities? E.g. inter-agency/profession shadowing...

### Training modules

The training modules should strongly emphasise the need for holistic assessment of the service user's needs with a clear focus on early intervention and prevention and full exploration of rehousing as the starting point for any further decisions and interventions. The training must also support the promotion of good assessment practice and encourage assessors to consider their reason for provision, contraindications, recording of decision making, and a note of alternatives considered and discussed with the service user. The training should be developed around an agreed competency framework.

- Is there a range of appropriate training modules in place which promote early intervention and prevention and full exploration of rehousing, as well as assessment for adaptation solutions?
- Is training evaluated to evidence levels of competency and confidence in staff assessing for housing solutions based needs?
- Is there an agreed competency framework and if so, how is this applied?

### Trainers

Effective delivery of training is often reliant on the use of practitioner trainers from across professional and agency services. Where possible these trainers should 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.

- Is there a pool of mixed profession practitioner trainers?
- How are trainers supported?
- Is there a need to access training externally to supplement and support internal trainers?

### 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.

- How are you reflecting service user's views in your training?
- Are service users/carers involved in the delivery of training programmes where appropriate?