



DEVON SUPPORTING PEOPLE

SUPPORTING PEOPLE STRATEGY 2005/06 – 2009/10

ANNEXES

ANNEXE ONE - SERVICE REVIEW PROGRAMME

6.1 The Service Review Timetable and Process

In accordance with ODPM guidance, all support services under an Interim Contract must be reviewed by 31st March 2006. The Devon Supporting People Partnership have reviewed their service review programme during 2004 in response to changes in the ODPM review guidance, as well as the recommendations outlined in the Robson Rhodes Independent Review.

The original review timetable as outlined in the Shadow Strategy became increasingly unfeasible for the Supporting People Team to manage, as demonstrated by the fact that 9 months into the Programme, no reviews had yet begun. As a result, the Partnership agreed in March 2004 a revised review methodology that focussed resources upon strategically based reviews of key service user sectors. This approach has allowed the Partnership to accelerate the service review programme, assisting providers and the Supporting People Team to quickly evidence effective utilisation of Supporting People grant and reshape services in ways that better meet national and local housing support priorities.

The strategic approach adopted for the this first round of service reviews predominantly focuses on strategic relevance and value for money issues, whilst seeking to ensure services meet the minimum standards for quality and performance. The second round of reviews will focus heavily on achieving ongoing improvements in quality and performance against the wider Quality Assurance Framework objectives, set against the new Regional value for money framework that will be in place at this point.

The four key service user sectors that strategic sectorial reviews are following are shown below, together with the new review timetable and the Stakeholder Project Group with responsibility for streamlining recommendations to the Housing Support Strategic Partnership throughout the review process:

Sectorial Review Timetable	Service User Category	Stakeholder Project Group
<p style="text-align: center;">Homelessness</p> <p style="text-align: center;">June – September 2004</p>	<ul style="list-style-type: none"> • Single Homeless • Homeless Families • Rough Sleepers • People with Alcohol Problems • People with Drug Problems • Offenders • Women at risk of Domestic Violence • Refugees • Travellers • People with HIV/AIDS • Mentally Disordered Offenders 	<p>Homelessness Stakeholder Project Group</p>
	<ul style="list-style-type: none"> • Young People Leaving Care • Young People at risk • Teenage Parents 	<p>Young Person's Stakeholder Project Group</p>

Learning Disability September – December 2004	<ul style="list-style-type: none"> • People with Learning Disabilities 	Learning Disability Stakeholder Project Group
Mental Health January – April 2005	<ul style="list-style-type: none"> • People with Mental Health problems • Complex Needs 	Mental Health Stakeholder Project Group
Older Persons April – December 2005	<ul style="list-style-type: none"> • Older People with support needs • Frail Elderly • Older People with mental health problems • People with a physical and sensory disability 	Older Persons Stakeholder Project Group

The full stages of the service review programme in Devon, together with the decision making process, are explained in detail in Appendix One to this Annexe. The Supporting People Team will generally undertake a validation visit as part of every service review, except for low risk sheltered housing schemes where a random sample of at least 20% of a providers services will be validated.

Providers must also meet all requirements of Devon's Accreditation Process before a Steady State Contract can be entered into following a service review.

6.2 Service Review Outcomes

All service review outcomes will be decided by the Joint Commissioning Body.

To date, progress against the service review programme is as follows:

Sector	No. of Services	% of reviews notified to providers and in progress	No. of service reviews complete
Homelessness	100	100	100
Learning Disability	109	100	5
Mental Health	90	80	3
Older Persons	331	4	2

6.3 Value for Money

In the review process, value for money is determined through evaluating a service's performance by scoring it on quality, service utilisation, fulfilment of contractual conditions, satisfaction of stakeholders and service users and the knowledge and ability of staff delivering the service.

The score so obtained is divided into the unit cost per week to generate a unit quality indicator which is then adjusted by a factor that compensates for the variance in the cost per support hour from locally determined standards. This corrected figure is then compared with local, regional and national benchmarking figures derived from ODPM platinum cut statistics.

Future Developments in Determining Value for Money

Devon is working with the South West Regional Implementation Group and HgO Consultancy Ltd to develop a set of robust benchmarks for the Region and an agreement on how the 15 Administering Authorities will use these in a consistent and transparent way within the service review process.

In developing the benchmarking set, it is proposed that services will be grouped within 4 main categories (Supported Housing Services, Sheltered Housing Services, Non-residential Support Services, Other Services) and then divided into 15 sub-categories. A range of 6 financial and staffing indicators will be used from the quarterly Performance Workbooks that will enable 2 value for money indicators to be established;

- Unit costs per successful move to more independent settings (short term accommodation based services)
- Unit costs per support programme successfully completed (floating support services only)

The benchmarking set will be created from a robust sample taken from the 15 Administering Authority areas within the Region.

Care will be taken to ensure that the framework does not unfairly penalise providers working with more difficult clients.

6.4 Better models of service provision

Another aspect of value-for-money is ensuring that the most effective and efficient models of service provision are used following “Best Value” principles. A service may offer “value-for-money” according to strict financial criteria but may not be the most cost-effective or appropriate way of meeting need. The Service Review and Development Officers will take a pro-active and creative approach to commissioning that involves:

- Drawing on best practice from around the country
- Innovation locally, including the use of new technology

Devon Supporting People Service Review Programme 2004 - 2006

Introduction to the Supporting People review programme

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Introduction

Devon Supporting People currently contracts with 160 providers for provision of housing related support. This support is delivered to approximately 11,000 service users by means of 626 service provisions, governed by 220 contracts.

Providers of services are routinely required to submit a range of management information for each of their services. Appendix one is a full index of reporting requirements.

The ODPM Review Process

A service review is the point at which all the evidence from the ongoing quality and monitoring process is gathered together. A service review therefore becomes a contract review, with quality and monitoring tools being continuously applied within the contract monitoring process. A service review is distinct from contract monitoring as it also focuses on whether a service is meeting key strategic priorities.

Once a service has been reviewed it will move onto a steady state contract, should it be re-commissioned. These contracts are likely to have a term of a number of years, although some steady state contracts may need to be short term and linked to an action plan for service improvement.

Administering Authorities need to document what they do during a service review to create a robust audit trail.

The ODPM Minimum requirements for Review

There are a number of minimum requirements for service reviews. These are as follows:

For Administering Authorities

- Each Authority must ensure that a first review is conducted within three years of 1st April 2003
- Each service review must include a review of the strategic relevance, nature, level cost and quality of the service.
- Each service review must be undertaken using a set of procedures and criteria, which have been published and made available to service providers and service recipients (authorities can use the procedures and criteria that have been published by the ODPM).
- Each authority must give service providers and service recipients an opportunity to contribute their views and to take account of their views.

For providers

- An assessment of the quality of the service, as measured against the six core objectives within the QAF; and
- An assessment of the performance of the service, as demonstrated by the published performance indicators.

The tools and guidance that have been published by the ODPM are intended to help authorities and providers achieve these minimum requirements.

The minimum requirements for a service review apply to both first reviews as well as to steady state reviews. The service review process will also involve assessing a considerable amount of management information that is generated as a consequence of the contract monitoring process. For instance, data from the SP client record system and QAF validation visits will provide Administering Authorities with essential information for the desk top assessment.

The Robson Rhodes Independent Review

BACKGROUND

In October 2003 the Government announced a grant allocation of £1.8 billion for the first year of the Supporting People Programme. Following this announcement, the Office of the Deputy Prime Minister (ODPM) and Her Majesty's Treasury (HMT) asked RSM Robson Rhodes to lead an Independent Review to gauge the true picture of how the funding was being utilised.

The review was commissioned because of the final cost of the Programme, estimated in the 1998 White Paper to cost some £350 to £700 million across Great Britain (GB). Estimates and costs rose to £1.4 billion in December 2002, and finally to a 2003-04 allocation of £1.8 billion in England alone.

MAIN CONCLUSIONS OF THE INDEPENDENT REVIEW

The overall conclusion of the report is that £1.8 bn is too costly for the services as they currently stand. However, it is not necessarily too much for the housing related support need that may exist. The report therefore stresses an urgent need to release funding from the historical position, to redistribute according to need, and to develop services based on evidenced need and a strong business case.

It is felt that the current programme of service reviews will not achieve this in the time the report states is necessary. In response to this, the report suggests actions at local level:

- Review processes need to become more streamlined and strategically focussed, through emphasis on client groups as opposed to individual services.
- Administering Authorities (AAs) could club together to develop specialist strategic teams for cross-cutting 'sectorial' reviews, for example, homelessness, or community safety.
- The decision-making processes needed for strategy development need to become streamlined, and capable of timely action.

ODPM RESPONSE TO THE INDEPENDENT REVIEW

Within its grant determination, the ODPM has stated "we must stress that it is unlikely that the current funding of £1.8 billion will be sustainable, over the longer period, and whilst we cannot inform you at this stage what the budget will be for 05/06. We do anticipate that the Supporting People budget will be significantly reduced. Administering Authorities are urged to take account of this before making any financial commitments for 05/06."

The ODPM has responded to the Independent Review by stressing to AA's the importance of bringing the cost of legacy provision more in line with the proper market rate for good quality strategically relevant housing related services. AA's have been made aware of how important it is that efficiency savings are optimised and secured as early as possible to release funds for new provision.

AA's have been told to be cautious of entering into longer-term contracts for new services until individual allocations for 2005/06 and beyond are announced in the Autumn.

The Devon Supporting People Review programme

Devon Supporting People has responded to changes in the ODPM review guidance, as well as the recommendations outlined in the Robson Rhodes Independent Review by updating its own local review methodology accordingly.

The original scheduled dates for the review programme issued to providers in December 2002 within their interim contracts became increasingly unfeasible, as demonstrated by the fact that 9 months into the review programme - December 2003 - no service reviews had yet begun. Devon's difficulty in progressing service reviews became officially confirmed as consistent with a national picture of difficulty, outlined in the Robson Rhodes Independent review. The Independent Review openly questioned the likelihood for success of previous approaches to service review, and casts doubt over the efficacy of simply re-writing service review timetables without use of an alternative methodology.

Instead, the Independent Review suggests that a revised methodology capable of significantly accelerating the programme of service review is needed. One suggestion offered is the simultaneous review of key groups of services that share the same primary service user category. Focussing resources on strategically based reviews across key service user sectors has the potential to quickly assist providers and SP Teams to evidence effective utilisation of funds, or re-shape services in ways that better meet national and local housing support priorities.

Devon Supporting People Team has developed its review programme in a number of ways:

- **In December 2003, the Team responded to the need to begin service reviews whilst also assimilating new ODPM guidance, and launched 'ad-hoc' service reviews using revised ODPM suggestions for early review criteria. These criteria are:**

Generally Administering Authorities should concentrate on reviewing those services that are:

- High risk
- Lack strategic relevance
- Unlikely to comply with grant conditions
- Have had recent changes or additions
- High cost

It should be remembered that the service review is intended to concentrate on the risks associated with service delivery, quality and performance, and not whether the service provides for people considered to be 'high risk' service users.

Support Strategic Partnership (HSSP) over proposals to streamline the service review programme. These proposals were:-

1. The Housing Support Strategic Partnership mandate the use of stakeholder groups (as outlined in appendix three) for the purpose of

streamlining recommendations for Supporting People strategy and review processes.

2. That through means of underlying mandates from Local Strategic Partnership housing support planning groups, the stakeholder groups become able to deliver strategic planning requirements to the HSSP.
 3. That through means of underlying mandates from wider operational stakeholders represented, the stakeholder groups become able to deliver Countywide recommendations to the HSSP.
 4. That through means of underlying links with wider operational stakeholders represented, the stakeholder groups include service user views, and become able to deliver a service user perspective in their Countywide recommendations to the HSSP.
 5. That the stakeholder groups necessarily represent the four 'main service user groups' (Older persons, Learning disability, Mental Health and Homelessness) referred to in the Independent Review, as well as other service user groups that the HSSP agrees to.
 6. That the stakeholder groups immediately begin to work closely with the Supporting People Team to develop a draft Annual Plan and 5 year Strategy.
 7. That the stakeholder groups work closely with the Supporting People Team to develop and immediately apply a range of revised service review options that are recommended in the Independent Review, where this would be more appropriate to the services needing to be reviewed.
 8. That the stakeholder groups perform a key role in any provider applications for appeal against the outcomes of service review.
- **Between January 2004 - April 2004 Devon Supporting People Team has provided stakeholder briefing sessions for the strategic stakeholders of all key areas of SP grant spend.**

Responding to the priorities and recommendations emerging from the Robson Rhodes Independent Review and ODPM, the Team identified four groups of services linked to the four key areas of SP grant spend - homelessness, learning disability, mental health and older persons. In addition to these key areas of spend, the Team has also identified services that closely link to these key areas.

Between January - April 04 commissioning stakeholders with a high level of stake in these groups of services were identified, and provided with customised PowerPoint presentations. The aim was to assist stakeholders achieve a detailed understanding of their relevant housing support market, and agree arrangements for how their expertise could be used to guide meaningful reviews and a coherent future SP strategy.

- **In April 2004 Devon Supporting People Team launched a sectorial review for homelessness.**

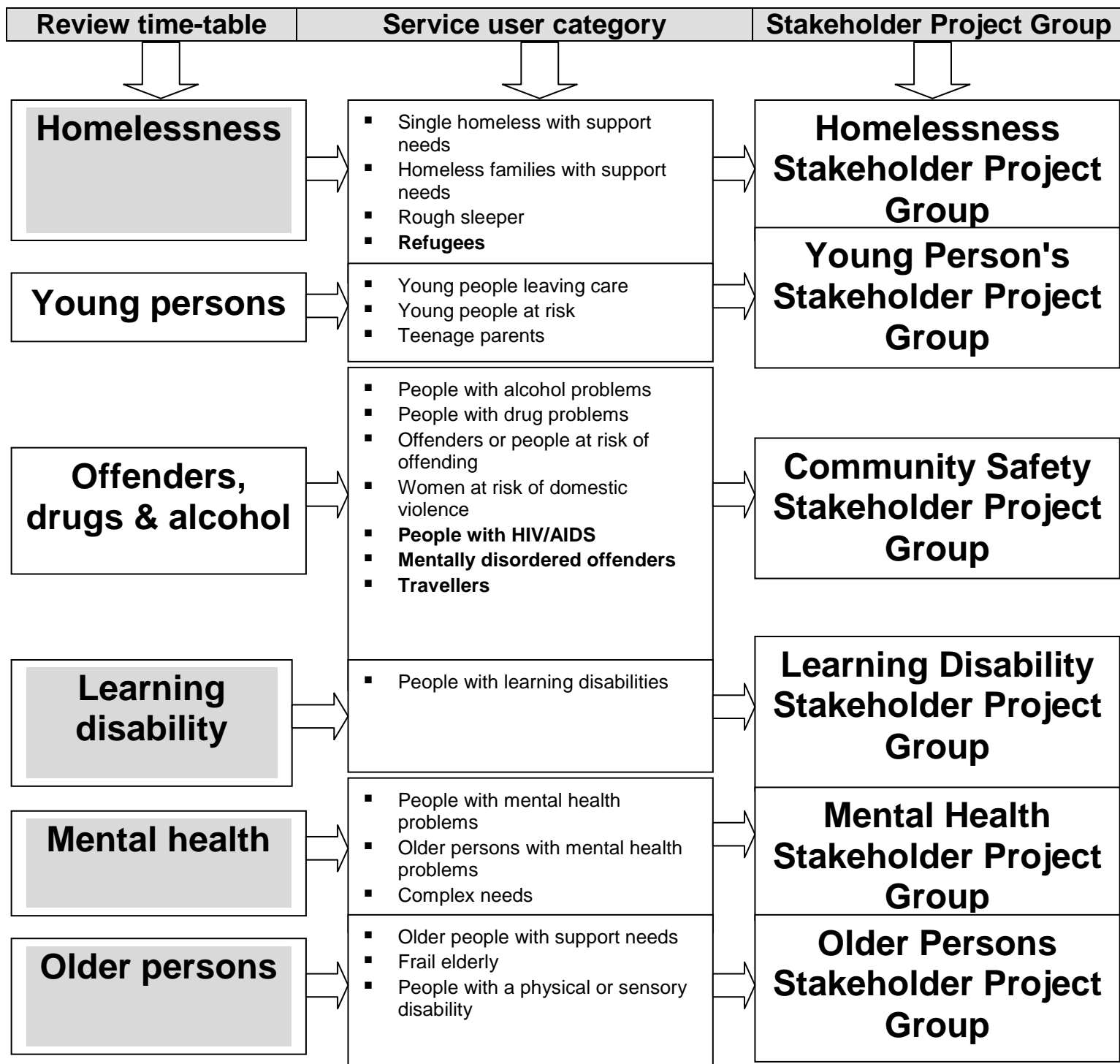
37 services with a primary service user group of 'homelessness' have been notified of revised service review dates.

Commissioning stakeholder briefings have led to arrangements for these service review findings to be considered collectively. Devon SP Team is proposing that following this strategic review strategically aligned individual service recommendations be made to Devon's Joint Commissioning Body (JCB) following the process outlined in the Devon Service Review flowchart on page 9 of this document.

- **The Devon Supporting People Team is proposing a new sectorial based review timetable for approval by the HSSP and JCB.**

The Team has produced a draft timetable for sectorial review, which incorporates recommendations outlined by Robson Rhodes and the ODPM. Sectors of higher risk would be prioritised for review, with sectors where there are predominantly lower overall contract values and contractual concerns taking place in the final review year.

Arrangements for stakeholder project group links to service user categories



Supporting People Proposal for a sectorial Review Programme 2004 - 2006

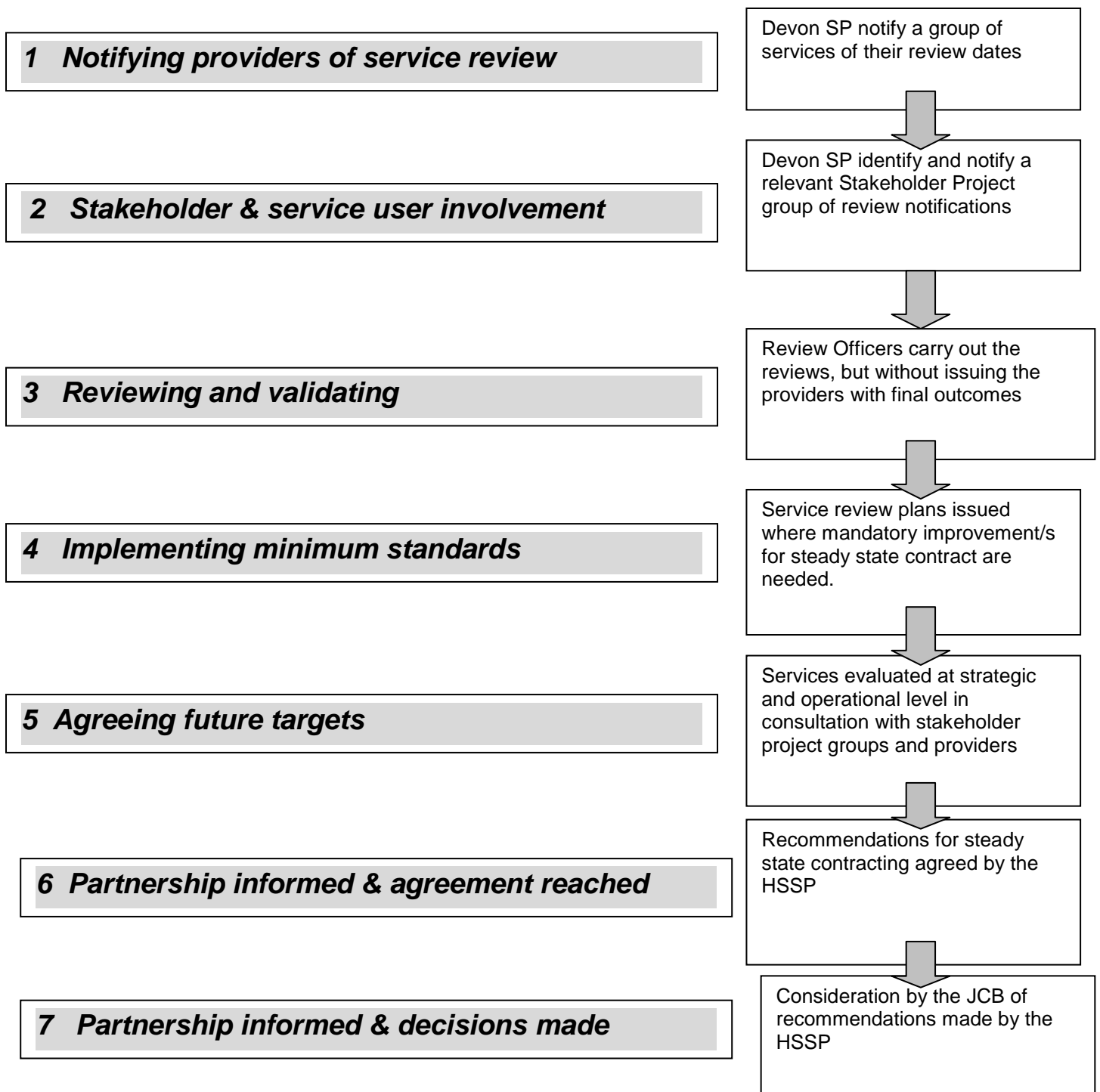
Devon's SP grant spend is consistent with a national pattern, in which 4 primary service user groups comprise the areas of provision most invested in. These are:

Service user group	Units	Full spend 04 -05
Homelessness	996	7.4 m
Learning disability	410	4.2 m
Mental health	586	3.8 m
Older persons	8278	4.0m

Devon proposes that services in these categories are grouped together and become the basis of four sectorial reviews between now and April 2006, with related services fitted in appropriately.



Devon service review flowchart



1 Notifying providers of service review

- 1.1 Devon Supporting People Team maintains regular contact with providers over the service review programme by means of a quarterly bulletin 'Devon S.P eye'.
- 1.2 Devon Supporting People currently works in partnership with SITRA over arrangements for provider consultation and provision of a provider Forum. These arrangements are:
- A time limited service level agreement between Devon Supporting People Team and SITRA to enable the setting up of provider led and run events.
 - As the groups become established, the intention is for SITRA and Devon Supporting People Team to withdraw to a position of providing input only as needed, by arrangement.
 - Events will address issues of training, information, consultation and lobbying; the frequency, size, number and specific content of events will be steered by providers with potential support from SITRA.
- 1.3 Devon Supporting People Team regularly hosts a provider 'Value for money' group. (See appendix two, ' draft terms of reference for Value for Money Group').

Giving advance notice to providers about service reviews

- 1.4 Before visiting services and before beginning the service review process, Devon Supporting People provides a comprehensive pack of information about service review. The pack includes a timetable detailing the key milestones for information exchange, visits by Service Review & Development Officers, and the official date at which analysis of the service data will begin.
- 1.5 Devon Supporting People aims to send the service review notification pack 10 weeks prior to the review of the service/s. A shorter notice period may be negotiated with the provider to achieve better fit with the programme timetable, or insisted upon where there are concerns over the safety and well-being of service users, or where there is evidence that the conditions of the contract are not being met.

2 Stakeholder & service user involvement

- 2.1 The term 'stakeholder' is used here to refer to individuals, organisations or groups which are external to the provider under review, that have a direct interest in the service being provided. In other words, it excludes individuals receiving the service (service users) and staff or board members of the support provider.
- 2.2 Page 6 of this document explains the emergence of 'Stakeholder Project Groups' in Devon. Appendix three details the draft terms of reference for these groups. Appendix four details where these groups sit in Devon's Supporting People strategic planning structure.
- 2.3 Devon Supporting People intend to achieve service user involvement at a commissioning and decision making level, as well as at a service level. Service Review & Development Officers involve service users at a service level, whilst undertaking service reviews. Service user involvement at a commissioning and

decision making level is the responsibility of stakeholder project groups, and is achieved either through direct service users representation on these groups, or by representation. Devon Supporting People will monitor whichever arrangements are used, in order to provide feedback to the ODPM, JCB and HSSP.

- 2.4 Following notification of a group of services up for review, Devon Supporting People will contact stakeholders detailed within the latest 'membership' page of the 'stakeholder terms of reference', and maintain liaison with this group throughout the entire review process of this sector.

3 *Reviewing and validating*

- 3.1 Devon Supporting People Team Service Review & Development Officers use their discretion and Team decision making over the need to visit services as part of the service review. Generally, a higher ratio of visits per provider will be utilised for services that fall into a category of high risk, as outlined in page five of this document.
- 3.2 Devon Supporting People Team Service Review & Development Officers use their discretion and Team decision making over the level of audit trail needed for each service review. Generally, a higher level of audit trail will be utilised for services that fall into a category of high risk, as outlined in page five of this document.
- 3.3 The components of audit trail used by the Devon Supporting People Team for service review will include:
- History of all mandatory reporting requirements.
 - A customised Excel workbook, used to record all key areas of the service review. The workbook corresponds to an ODPM workbook made specifically for the purpose of auditing service review.
 - Other evidence/s gathered by Service Review & Development Officers relating to the quality and performance requirements for Supporting People.
 - Evidence that that each Supporting People contract holder has complied with the local and national requirements for Supporting People Accreditation.
 - A Service Review Report Summary.

4 *Implementing minimum standards*

- 4.1 During the review process, the Service Review & Development Officer will take immediate action to ensure that levels of risk to Devon's service users and Administering Authority are kept to a minimum. This will involve:
- Immediate issue of a Service Review Plan where a service provider has failed to return mandatory reporting requirements. (See appendix three: Complete index of reporting requirements). An application to the HSSP to recommend the decommissioning of this service on the basis of a Breach of Contract will be made at the discretion of the Service Review & Development Officer.
 - Immediate issue of a Service Review Plan, clearly stating the standards to be met, where a service provider has failed to meet a national or local minimum standard. An application to the HSSP to recommend the decommissioning of this service on the basis of a failure to meet minimum standards will be made at the discretion of the Service Review & Development Officer.

- Immediate recommendation to the HSSP to decommission the service where a service review has revealed that a service provider is using a substantial component of their contract to deliver services outside of Supporting People Grant conditions. In conjunction with immediate liaison with the appropriate partners identified as the most likely alternative funding source, and/or with potential legal responsibilities for provision of the service users involved.

5 Agreeing future targets

- 5.1 The relevant Devon SP members meet (more than once if necessary) with the relevant stakeholder project group to deliver the key findings of the sectorial review by means of one sectorial report, and individual service summary reports.
- The sectorial report contains overarching strategic recommendations for how the sector needs to evolve in order to better meet needs. It is not attributable to individual providers. It is shared with the providers concerned, and is available in the public domain.
 - Summaries from individual service reviews are also available to the stakeholder project group. These are attributable to individual providers, but remain confidential to commissioning stakeholders, unless otherwise negotiated. At this stage, Service review summaries may already contain recommendations from the Service Review & Development Officer for improvements needed; further recommendations may be developed through consultation with the Stakeholder Project Groups.
- 5.2 The stakeholder project group is consulted by the SP Team in terms of overall evaluation of strategic relevance, performance, quality and value for money being delivered by each service, together with a draft recommendation for outcome of the service review.

The following are possible outcomes to a service review:

- 5.2.1 **Re-commissioning the existing service with no changes**– a new contract will need to be negotiated for an existing service. The contents of the contract will need to be agreed, including the term and monitoring requirements (based on the risk category).
- 5.2.2 **Re-new contract with changes to a service** – changes to the service may be required as a condition of entering into a new contract for an existing service, for instance widening the referral arrangements to a service to deal with low utilisation rates, changes to capacity, or changes to the service definition. Changes may also be made to the level of funding.
- 5.2.3 **Re-new contract with action plan (possibly linked to short-term contact)** - this outcome relates to any changes which are linked to an action plan. These tend to be more substantial changes that need to be introduced over time. Action plans will need to have time-scales and dates for review.
- 5.2.4 **Major changes or remodelling of a service** – this outcome may include changing the physical structure of a property or making substantial changes to the support provided.
- 5.2.5 **Transfer the service to another provider** – this may occur where the Authority is unable to reaccredit a provider, although there may be few changes required to a service. The Administering Authority should give the provider an opportunity to achieve the requirements for re-accreditation.
- 5.2.6 **Decommissioning a service** – this outcome will involve agreeing a plan for closure including addressing key issues such as the impact on service users, the impact on the providers of withdrawal of funding and the wider impact.
- 5.2.7 **Re-providing of services** – this outcome is the consequence of decommissioning a service and will result in using the resources resulting from the closure of a service to re-provide a completely new service. This effectively becomes a commissioning issue.

- 5.3 The consultation between the Supporting People Team and the Stakeholder project group may result in Service Action Plans being developed for inclusion into the individual service review summary report. At the point at which the Stakeholder Project Group is satisfied with all the service review summary reports, they are made available to the relevant providers. Feedback is invited from providers at this stage, within a specified time-scale needed to fit within scheduled meetings of the HSSP. The key commissioning stakeholder organisations are also consulted at this stage in order that their HSSP representatives can be advised of any organisational steers.

6 Partnership informed & agreement reached

- 6.1 Recommendations arising from service reviews will be delivered to the HSSP, and will comprise an overarching sectorial report, with individual service review summary reports. Service review summary reports may contain details of Service Action Plans designed to contractually formalise agreement for improvements.
- 6.2 The HSSP will consider the Sectorial Report, together with individual service review summary reports and put forward recommendations for consideration by the Joint Commissioning Body.
- 6.3 HSSP recommendations for individual service review outcomes will be made available to the relevant providers at this stage. Time-scales for provider feedback will necessarily have to fit with the meeting planner for the Joint Commissioning Body.

7 Partnership informed & decisions made

- 7.1 The Joint Commissioning Body will receive recommendations from the HSSP for final consideration.
- 7.2 Where the JCB makes a decision upon the final recommendations following services reviews, immediate notice is served to providers upon their interim contracts (expect under point 7.4).
- 7.3 Where the JCB intention is to replace interim contracts with Steady State contracts, notice on existing interim contracts will be accompanied by new Steady State contracts issued to providers by the Lead Contracts Officer.
- 7.4 Where the JCB intention is to remodel or significantly change a service, notice will not be served, but a service action plan agreed with the provider under the existing Interim Contract. Issuing of a Steady State Contract would follow once the remodelling had occurred satisfactorily.
- 7.5 Where the intention of the JCB is to de-commission a service, the Supporting People Team will work with the provider and other key stakeholders to safeguard the current service user(s).
- 7.6 Where the intention of the JCB is to change a service provider, the Lead Contracts Officer will work with key stakeholders and the current service provider to undertake a competitive tender exercise.

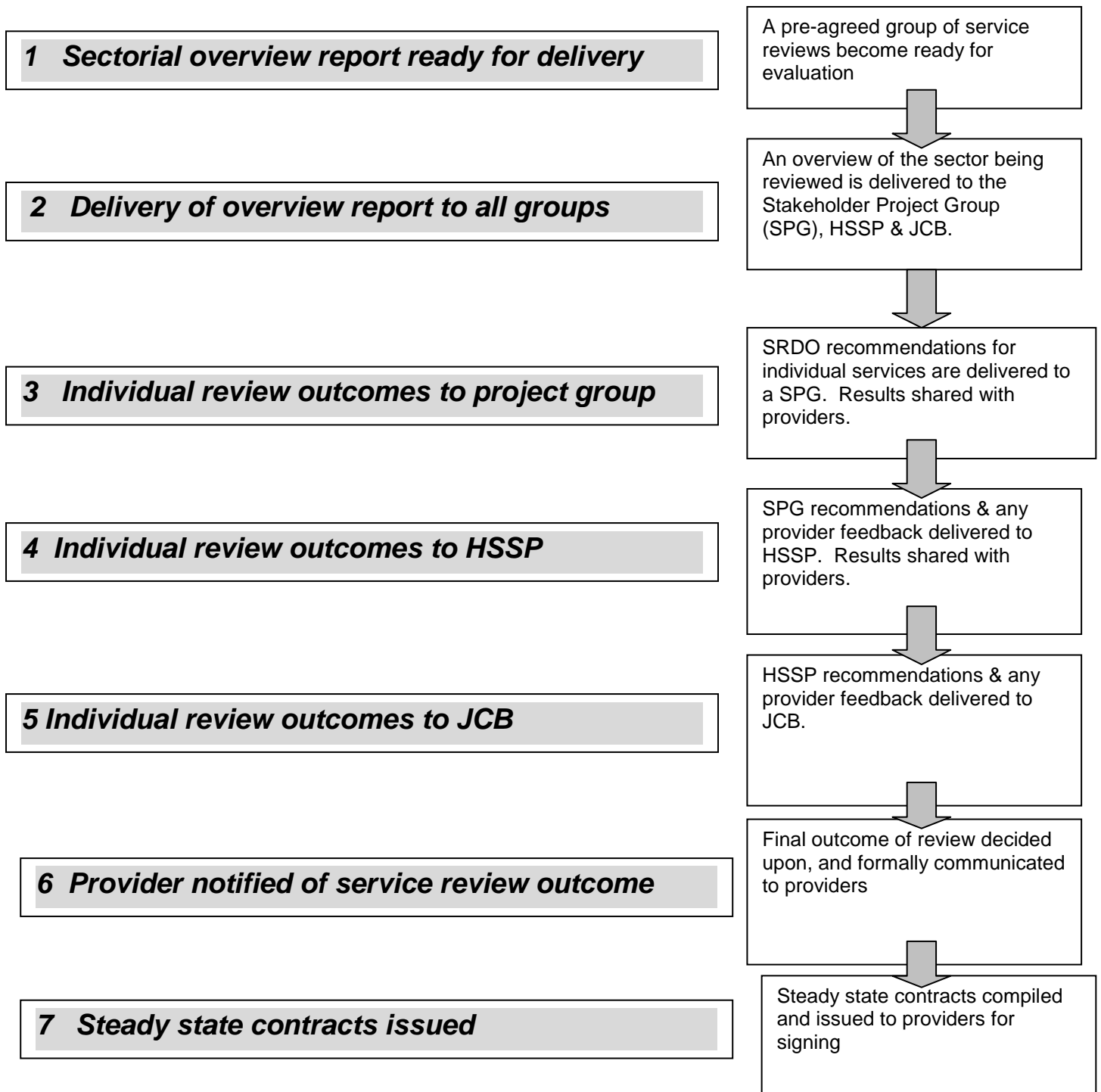
APPEALS

'Appeals', or requests for 'review of the review' are lodged by the Devon SP Team with the relevant stakeholder project group. Ideally, the stakeholder project group will make prior arrangements for a panel of commissioning stakeholders who will adjudicate over this process, with the Devon SP Team administering it.

Devon service review outcome procedure

- 1.1 'Sectorial' review is an a term that refers to the grouping together of similar Supporting People services for the purposes of review, with reference to the 21 service user categories specified by the Office of the Deputy Prime Minister (ODPM) at the outset of the Supporting People programme.
- 1.2 Devon has grouped its services under 4 over-arching sectorial reviews, needing completion prior to April 2006. Despite the fact that the ODPM has specified as many as 21 distinct service user categories, the key groupings of homelessness, learning disability, mental health and older persons reflect the primary areas of provision with greatest levels of investment both locally and Nationally. Services with other service user categories, including young people, offenders and drug & alcohol, will in Devon form part of the wider homelessness sectorial review given their level of inter-dependency.
- 1.3 A sectorial review begins when Devon's Service Review and Development Officers (SRDO's) notify providers 10 weeks in advance that specified services falling into one of the above sectors will be reviewed at a specified date. Requests for information that will be used to inform these reviews are made at this point. The products delivered by Devon Supporting People Team as part of service review include:
 - A **Sectorial overview report**, detailing the key themes and findings emerging from the review of a related group of services.
 - A **Service Review workbook** that records the SRDO process and findings for each service on the areas of strategic relevance, performance, quality, value for money and service user views.
 - A **Service Review Score** which is automatically calculated by the service review workbook as the SRDO completes it. The score is for broad bench-marking use only, but provides an indicative overall picture aggregated from quality, performance, service user satisfaction and value for money.
 - A **service review summary report** which is extracted from the Service Review Workbook, and which details any **Service Review Plans** (actions needed in order for Devon to enter into a steady state contract with the provider) and **Service Action Plans** (actions Devon needs the provider to undertake during the period of any new steady state contract).
 - A recommended **service review outcome** from an ODPM pick-list of possible options
- 1.4 A sectorial review ends at the point where all the providers with services in the notified sector have received Devon Joint Commissioning Body (JCB) agreed outcomes for each of the services that have undergone review.

Devon service review outcome flowchart



1 Sectorial overview report ready for delivery

opportunity to consider a profile of the sector as revealed by the collective issues emerging from multiple service reviews. The aim is to provide evidence that 'tells a story' about current investment patterns, and develops themes that will assist informed decision making about future investment.

- 1.2 The Sectorial Overview Report is achieved through a combination of service user consultation, service review data, strategy development data, and service provider consultation. The development of the sectorial overview report varies for different sectors, which may be at different stages of consultation, service review and strategic development. Some of the headings which make up the report will vary to reflect issues specific to a sector, whilst other key headings will be consistent for all four reports.

2 Delivery of overview report to all groups

- 2.1 The Sectorial Overview Report is developed and lead by the Devon Supporting People Team in close liaison with the Stakeholder Project Groups. Responses to the Sectorial Overview are recorded with the minutes of any meetings where the report is discussed.
- 2.2 The Sectorial Overview Report is not attributable to individual providers, and is available to the public domain

3 Individual review outcomes to project group

- 3.1 Every service review is supported by an electronic service review workbook that is managed by a named SRDO. SRDO's use their discretion over whether each service necessitates and entire workbook. Where common sense dictates, a number of services may be grouped together and reported on within a single workbook.
- 3.2 A Service Review Score for each service being considered is available to the Stakeholder Project Group as a comparative report. These scores are automatically calculated by the service review workbook as the SRDO completes it. The score is for broad bench-marking use only, and provides an indicative overall picture aggregated from quality, performance, service user satisfaction and value for money. The scores may suggest questions that the project group would wish to investigate further, or highlight inconsistencies that would need to be resolved.
- 3.3 The total content of workbooks is available to the Stakeholder Project Group if needed, but for the purposes of practicality, only extracts of the key **findings** and **service plans** are routinely presented for evaluation.
- 3.4 **Findings.** The key findings are presented as one of four grades (excellent, good, fair or poor), for each of the following:
- Strategic relevance
 - Demand
 - Value for money - based on performance
 - Stakeholder summary
 - Service user feedback
 - Staff feedback
 - QAF summary

3.5 **Service plans.** These fall into two categories:

- **Service Review Plan** is the term for improvements needed to the service in order for Devon to enter into a new contract with the provider. These would be appropriate where the SRDO believed improvements were necessary to the degree that to enter into any further contract with the provider without them already being in evidence would expose service users and/or the Administering Authority to unacceptable levels of risk. An example might be where service review had revealed failure to meet a minimum Quality Assessment Framework standard for the 'Protection from Abuse' core objective.
- **Service Action Plan** is the term for improvements to the service that Devon requires to occur during the period of any new contract. An example of this might be a negotiated agreement for the provider to evidence revised referral & access systems to the service over a 1 year period. The requirement to do so would become written into the new 'steady state' contract.

3.6 The scores, findings and service plans are considered against the context of the sectorial overview report.

It is at this stage, the sectorial Overview Report will be extended to incorporate agreed strategic direction for the sector; analysed against the factual findings from the service review process.

The Stakeholder Project Group considers the SRDO suggested outcome for each service review, which will be one of the following:

- The service should be re-commissioned as it exists
- The contract should be renewed with changes to the service
- The contract should be renewed with an agreed action plan
- Major changes or re-modelling of the service are required
- The service should be transferred to another provider
- The service should be decommissioned

The project group either agrees with or amends the SRDO findings, service plans and service review outcomes.

3.7 The Stakeholder Project Group recommendations for service review outcomes and any service plans are communicated to the provider as soon as possible by the SRDO. The provider is invited to comment on the outcome/s that will be recommended to the HSSP, and provided with a deadline for feedback based on the HSSP meeting agenda. SPG recommendations are also communicated to key commissioning stakeholder organisations at this stage for consideration by Senior Management Groups in order that an organisational steer can be given to the HSSP representatives.

3.8 Clear information is provided at this point regarding how a provider should return feedback, by means of a standardised template. The named SRDO begins a negotiation log at the stage where a provider makes it clear they would wish to negotiate any of the recommendations being made.

4 Individual review outcomes to HSSP

4.1 The service action plans and service review outcomes that were either approved or amended by Stakeholder Project Group are presented to the HSSP using a similar process to that used to present SRDO recommendations to the project group in point 3 of this document.

- 4.2 Where providers have responded to the invitation to comment on the Stakeholder Project Group recommendations, or have entered into negotiation with SRDO's over outcomes and/or service plans, a report detailing this will accompany the project group recommendations.
- 4.3 The HSSP either agrees with or amends the Stakeholder Project Group findings, service plans and service review outcomes.
- 4.4 The HSSP recommendations for outcomes and any service plans are communicated to the provider as soon as possible by the SRDO. The provider is invited to comment on the outcome/s that will be recommended to the JCB, and provided with a deadline for feedback based on the JCB meeting agenda.
- 4.5 Clear information is provided at this point regarding how a provider should return feedback, by means of a standardised template. A named SRDO begins or continues a negotiation log where a provider makes it clear they would wish to negotiate any of the recommendations being made.

5 Individual review outcomes to JCB

- 5.1 The service action plans and service review outcomes that were either approved or amended by HSSP are made available to the JCB using a similar process to that used to present SRDO recommendations to the project group in point 3 of this document.
- 5.2 Where providers have responded to the invitation to comment on the HSSP recommendations, or have entered into negotiation with SRDO's over outcomes and/or service plans, a report detailing this will accompany the HSSP recommendations.
- 5.3 The JCB either agrees with or amends the Stakeholder Project Group findings, service plans and service review outcomes.

6 Provider notified of service review outcome

- 6.1 The JCB recommendations for outcomes and any service plans are communicated to the provider as soon as possible by the SRDO. The provider is made aware of the appeal process, and provided with a deadline by which any appeal must be logged.

7 Steady state contracts issued

- 7.1 Where appropriate, a 'steady state' contract is drawn up to reflect the outcome of service review, and detail any service plans. The contract is issued to the provider for signing.