



Darlington Borough Council Supporting People Commissioning Strategy 2007 - 2010



Introduction

Supporting People is a government programme, which was introduced in 2003. The programme provides housing related support to a number of vulnerable groups, giving people the opportunity to improve the quality of their lives by sustaining or enabling their levels of independence. Although Local Authorities are responsible for delivering the programme, it works in partnership with Health, Probation, and Adult Services.

- **Commissioning** is the process of specifying, securing and monitoring services to meet people's needs at a strategic level.
- **Procurement** is defined as being the acquisition of goods and services from third party suppliers under legally binding contractual terms where all the conditions necessary to form a legally binding contract have been met.

Supporting People in Darlington will commission services to meet the aims of the local programme, which were set down in the 5 year strategy and to ensure that all services provide best value, not only in terms of cost but also in the outcomes they deliver for their service users. Failure to ensure these elements are achieved poses a significant risk to services, the people who use them and the local economy.

The purpose of the document

The Darlington Supporting People Commissioning strategy is intended to give direction in meeting the vision and the priorities of the Supporting People 5 year Strategy (March 2005). This document will establish the process for deciding the appropriate method of procurement, how any re-tendering exercises will be undertaken and what outcomes are expected.

A timetable will be implemented which will allow the Supporting People Team and its partners time to look at current services and determine whether they should be subject to the procurement process. The strategy will also ensure the direction of the programme in Darlington is in line with

the national strategy developed by the Department for Communities and Local Government (CLG), particularly in relation to the development of Local Area Agreements (LAAs)¹.

Darlington in context

- Darlington has a population of approximately 98,000 people living in 44,000 households.
- Darlington's population decreased between the censuses of 1991 and 2001; the proportion of residents with a health problem increased from 14.7% to 20.4% and the older population increased from 7% to 8%.
- Darlington also has a higher proportion of people who are permanently sick than the national average (7% compared to 5%) and the ethnic population of the town increased to 2.1% in 2001.
- The majority of the population are owner-occupiers (71.7%) and 20% are in rented accommodation (14.3% Local Authority housing, 3.8% registered social landlords and 1.9% privately rented)

Supporting People in Darlington

In Darlington there are currently 2827 units of supported accommodation delivered by 36 Provider organisations to 11 client groups. In the main these providers are national organisations. However, Darlington does have a diverse third sector with a small number of organisations who at present do hold contracts with Supporting People. Appendix 1 looks at the provision we currently have within each client group and what level each provider has achieved on the Quality Assessment Framework.

Providers have been asked their views on their current services, whether they still fit strategically, if they produce good outcomes for their service users, whether they are prepared to allocate resources to improving their services and working through the Quality Assessment Framework. In the main, providers answered positively to these questions and also showed a

¹ This strategy has been written before the outcome of the Comprehensive spending review of the Supporting People programme is known. It is thought that the outcome of the review will lead to a redistribution formula and therefore Darlington's current budget is not guaranteed. If the spending review leads to a dramatic change in the amount of funding received by Darlington from Communities and Local Government, it would impact on this strategy and amendments would be issued

commitment to remaining with the Supporting People Programme, although a number did indicate that some capacity building in relation to procurement would be beneficial to them.

Shaping the future

Our vision for Supporting People

“To offer vulnerable people in Darlington the opportunity to improve their quality of life by providing a choice of well planned, high quality, reliable housing related support services, which will allow them to live more independently in the Borough.”

Supporting People in Darlington produced a strategy, which outlined our focus from 2005 to 2010 with the above vision as the driving force behind it.

We are achieving this vision through: -

- Providing high quality housing support services that meet the needs of vulnerable people;
- Making sure that the views of service users and carers are integral to the planning of services;
- Promoting services that are responsive to changing needs, enhancing diversity and are accessible to all;
- Working with the providers of support services to make sure that they continue to offer value for money, and
- Developing innovative support services which enable people to achieve their potential for independent living.

There is a strong commitment to achieving all of the targets set out in the 5-year strategy from the Commissioning Body, which has been further endorsed by Council Members. There is also the acknowledgement that a strong Commissioning Strategy has to be in place to support our aims and objectives, particularly when funding is due to transfer to the LAA in 2009. Innovative and progressive services are required to meet the diverse needs that are often found within client groups.

Determining the need for procurement

A timetable (Appendices 2a and 2b) has been drawn up which establishes the time frame for determining the appropriate method of procurement. This timetable is based on the current contract end dates. These dates were determined by how services performed in the review process and Value for Money exercise as an overall client group and whether or not it would be possible for joint commissioning to be carried out, such as for learning disability services. It is acknowledged that for some client groups the process will take longer and this has been reflected in the timetable.

The majority of Supporting People services were inherited through transitional housing benefit and although each service has been through a comprehensive review process under Supporting People guidelines, this is a relatively new market and has not been thoroughly tested through competitive tendering. By building on the knowledge that both providers and the Supporting people team have learnt through the initial years of the programme, we will secure innovative and needs led services with comprehensive policies and procedures.

Improving services

We can see by looking at neighbouring authorities within County Durham and the Tees Valley area that there is an opportunity to really test the supported housing market. Within the region there are a number of providers who operate Housing Related Support services in various locations but not currently in Darlington (Appendix 3).

For example, if we were to look to our neighbouring authority, Durham, we would find that, for the provision of supported living for people with a learning disability, there are another 8 providers who could possibly think about tendering for services in Darlington.

Encouraging those providers, and giving them the opportunity to tender for services in Darlington would enable them to secure a larger presence in the region and allow us to test the market, ensuring we are achieving the best

outcomes for service users and value for money. An increase in interested providers would also lead to further benefits:

- A more diverse competitive market
- Innovative services
- Better outcomes for service users
- Value for money
- Improved efficiency
- A risk managed market

There are also a number of providers who currently hold contracts with Darlington Supporting People, but also deliver support regionally to other service users groups not represented in their services here. As they already have a base in Darlington, it would be strategically relevant for them, as an organisation, to tender for services in areas where they already have experience. A number of providers have indicated through a questionnaire that they would be interested in tendering for services for diverse client groups.

To date we have carried out 3 tendering exercises leading to the commissioning of the following services:

- Supported Lodging for Care Leavers,
- Accommodation and Floating support for People with Substance Misuse Problems, and
- Floating support for People affected by Domestic Abuse.

Across the three tenders, in addition to current providers and those listed above, we received requests for packs from 47 other organisations

By looking to procure services we can ensure that we are providing the best outcomes for service users in Darlington. We can also expect the quality of services to be driven up as providers realise they are in a competitive environment; this in turn will encourage innovation.

However it should be noted that current providers are generating outcomes for service users across all client groups and our aim is to ensure these outcomes continue and the needs of service users are met.

Value for Money

Value for Money is about providing efficient and effective services that deliver successful outcomes, as well as identifying financial savings. Efficiency savings are high on the government's agenda and with Supporting People and Adult Social Care expected to produce significant efficiency gains as part of the Efficiency Agenda during 2005-08, a comprehensive procurement programme is required. There are opportunities for joint commissioning of services which could give more focused services with better outcomes for service users, effective working with a reduction in administration for all parties.

At least 8 Supporting People providers in Darlington hold contracts with other Local Authority departments, mainly Adult Social Services. These contracts range from providing specialist domiciliary care to people with learning disabilities, day services for people with mental health problems and services for young carers to name a few. Although it may not be possible for all contracts to be aligned entirely, there are opportunities which should be explored.

From the financial perspective, existing providers were subject to a rigorous value for money assessment during the review process. In this exercise we were looking for a balance between cost effectiveness and quality. The charge payable for the service was looked at in terms of the overheads and direct support costs against management costs. For quality we drew on information, which was collected through the review process. This included the organisation's QAF rating, their strategic relevance and stakeholder and service user feedback. The outcomes were rated against pre-determined criteria, which had previously been consulted on (Appendix 4).

The purpose of the exercise was to determine whether any of the services in Darlington were outliers i.e. that they were of high cost and giving a poor quality of service. The outcome of the exercise did highlight that within

some service user groups there were some services, which were not proportionately providing the quality of service that we would expect to see in relation to the cost. This information fed into the determinations behind the length of steady state contracts awarded against each client group, and have subsequently fed into the procurement timetable.

Regional benchmarking indicates that, in the main, our services 'cost' an average amount. Regional data is changing as reviews are finalised and services are put out to tender and this, therefore, means that cost will play an important part. For the three contracts we have tendered for already, we have used a 30%/70% split, 30% being for cost and 70% for quality in our evaluation process. We have found this split provides a good balance between cost and quality and, therefore we intend to continue with it.

Involvement of Third sector and small and medium sized enterprises (SME).

Working with smaller organisations can allow for more innovation and flexibility for service users. They can also offer efficiencies where larger organisations cannot. The Government believe that the third sector is particularly well placed to offer high quality services in circumstances where:

- the quality of service required by procurers is difficult to specify, measure and monitor;
- the needs of service users are highly differentiated;
- the service needs to be directed to sections of the community that have been excluded from traditional service provision;
- the service is labour intensive, where the flexibility and commitment of volunteers can be an asset;
- the service is targeted at users who are likely to mistrust businesses or state providers;
- users of services have multiple disadvantages, requiring a coordinated portfolio of services from an informed provider, and/or,
- where procurers are unsure of the exact service required, and are seeking innovative proposals.

The Local Authority position

Encouraging such organisations to become involved is high on the government's agenda and a priority for Darlington Borough Council. A number of providers currently contracting with Supporting People are classed as Third Sector organisations. Third Sector organisations are very diverse in size and scale, they can be sole traders, organisations who operate only in their local area and larger organisations who have charitable status. Community Services spends the largest budget proportion on commissioning third sector providers, with Supporting People being the second largest contributor after Adult Social Care. The council is committed to strengthening the role of the Third Sector in Darlington and Supporting People will continue to support the providers we work with and encourage other Third Sector agencies to engage. To enable us to encourage and sustain Third sector participation we will engage with and follow policies and practices devised by the Connecting with Communities Unit.

We have identified through our previous tendering exercises that there is a robust market of Third Sector providers who are well placed to deliver quality services to vulnerable people. Through procurement, we are aiming to provide innovative and forward thinking services, which can be linked to a number of the points above. This illustrates the importance of ensuring that our current and prospective Third Sector providers are aware of and well prepared for the procurement process. We will ensure that any contracts awarded to Third Sector organisations will meet the full costs and reasonable overheads associated with the delivery of the required service. We will also endeavour to deliver training around the area of procurement for all those providers who currently operate within Darlington's Supporting people programme. Work will be done with providers to discover how they would like training to be delivered and what areas should be the main focus.

Where appropriate, we will also encourage and promote partnerships and collaborations amongst Third sector organisations and SMEs. Where collaborations have led to successful consortiums in other Local Authorities, a number of improvements have been reported. These are in the areas of

service delivery, improved efficiency through reduced overheads and a reduction in bureaucracy. Such consortia are valuable in so far as they allow support networks to be developed and the transfer of knowledge and good practice becomes ingrained in the services. Although this area has yet to be explored in great detail within the Supporting People programme, we will ensure training and advice is passed on to all current providers and promoted through the most appropriate media.

Local Area Agreements

The Local Government White Paper 'Strong and Prosperous Communities' published in October 2005, sets out the fundamental arrangements for Local Area Agreements (LAA). A LAA is a three-year agreement, based on local sustainable community strategies, that sets out the priorities for an agreement between Central Government, the Local Authority and other key partners recognised through the Local Strategic Partnership. The primary objective of the LAA is to deliver genuinely sustainable communities through better outcomes for local people.

LAAs are structured around four blocks:

- Children and young people
- Safer and stronger communities
- Healthier communities and older people
- Economic development and enterprise.

Darlington is focusing on 'Children and Young People' and will look to improve outcomes for children and young people and enhance community cohesion by utilising new and existing funding in an innovative way.

Supporting People cohesively fits with these objectives as a number of the supported housing services already in existence in Darlington, support young people. A number of the other services which we contract for do not support young people and children directly, but they do support parents and families.

Making links to the LAA has been highlighted as a priority in the recent Supporting People strategy from Communities and Local Government. All Supporting People funding will be incorporated into the LAA by April 2009 (subject to the outcome of the spending review), therefore the necessary groundwork has to be undertaken to ensure that Supporting People can be properly integrated within this future framework. We will be watching the outcomes of other authorities that are already aligning their funding, services and commissioning decisions.

Supporting People will work to ensure that members of the LAA are aware of the contracts that are already in place with the inclusive client groups. Where possible, members of the LAA will be advised of any procurement activity by the Supporting People Team and with appropriate engagement, innovative services could emerge.

The way forward

Under corporate procurement guidelines all contracts with a whole life value of over £75,000 will be subject to tendering.

Only a small number of Supporting People's current contracts fall under this value. There is currently no legal obligation for Service Level Agreements (SLAs), which are the contract equivalents for in house services, to be put out to tender. However, part of the options appraisal, which will precede each procurement exercise, will be to look at these services to determine whether there is an advantage to the programme for them to be part of the procurement process.

A timetable has been produced (Appendices 2a and 2b) which allocates a period of time during which services for each client group will be subject to discussions around the future make up of these services. There is a variance in the time scales allocated based on client groups and the number of services involved and the complexity of the services, especially where there are joint funding streams or the possibility of joint commissioning. The following process will then take place:

Working groups

Due to EU tendering and Darlington Borough Council's guidelines, the majority of our existing services will have to be put out to tender. Large scale tendering exercises do pose a serious risk to the Local Authority and to the stability of the Supporting people programme. In addition we do not want service users to be adversely effected by this process. We will endeavour to manage the risks which can arise by creating working groups. These groups will look at existing services and the needs of the current and future population of Darlington and work to design service specifications that both encompass the good working practices of existing services and enable us to add new dimensions which could help meet the needs of more vulnerable people as identified in the 5 year strategy. A working group will be established for each client group. It is envisaged that within this group the following will be represented:

- Current providers
- Stakeholders (including professionals within the field)
- Service users (although this could be through focus groups)
- Supporting People Team(s)

Option appraisals

The purpose of the group will be to create an 'options appraisal' which will be a summary of the main options for a client group, together with a recommendation. This will be presented to the Core Strategy Development Group for them to make recommendations to Commissioning Body. The Commissioning Body will make the final determination with regard to the future direction of services for each client group. The main considerations will be to consider the following:

- **Current services are working and producing outcomes-** *reports can be produced based on QAF assessments, PI return, outcome monitoring and contract monitoring. The views of past and present service users will also be taken into account as to which services, they feel, helped them develop independent living skills and which ones did not focus on this area.*

- **The strategic direction of the services is appropriate and in line with the 5 year strategy** - *current services can be sustained through the change of direction of the Supporting People programme and are able to make comprehensive links to the Local Authorities 5 year strategy*
- **Services can be amalgamated** - *for example, rather than having 3 organisations providing a similar floating support service to the same client group, we could opt to have one provider.*
- **Client groups can be amalgamated** - *a move towards having generic services, with the option of a gatekeeper allocating service users to appropriate providers.*
- **Joint commissioning of services is appropriate** - *where it is identified that other funding streams are already going into existing services or it would be appropriate for additional funding to be introduced.*
- **Cross Authority joint commissioning** - *where it is identified that the service is cross boundary or serves the needs of mobile groups then consideration should be given to joint commissioning with neighbouring authorities.*
- **The market needs further testing** - *if it is identified that the services available to a particular client group is so small and monopolised by a small number of providers.*
- **The use of individual budgets are appropriate** - *this will form part of the discussion as they appear to be the way forward, however, Individual Budgets are still in the pilot stage and we will be waiting for more information from central government before taking this further.*
- **It would be appropriate to waive the standing orders** - *where it is identified that the service is so specialised or there would be no gains in putting the service out to tender, a report would go to Cabinet, where they can determine that the council's standing orders can be waived and the current service continue as they are.*
- **Any other course of action is deemed appropriate** - *as the working group will be made up of a variety of people, it is for them to determine the most appropriate course of action for a client group, therefore, we have to be open to all suggestions for the future of existing services.*

The process will also take into account how the current providers view the contracts they hold and whether they are committed to continuing to provide services within the Supporting People Framework.

Service users will play an integral role as they will have first hand experience of the services and will know which services are most appropriate to meet their needs. They will also be able to advise whether the current configuration of services addresses their needs and if not, what would be a more effective service model.

Procurement process

If it is determined by the Commissioning Body that a tendering exercise will be undertaken, then the Supporting People Team will follow the protocol laid down in Corporate Procurement guidelines. This protocol will be established in a separate document and will be subject to revision in line with Council Policy and Procedure

Outcomes from procurement

Darlington Supporting People are committed to developing a broad spectrum of services with innovative providers who can meet the diverse needs that exist within the borough.

Our aim is to create a vibrant market with strategically relevant and robust services, which will assist with achieving the targets established in the 5-year strategy. We expect providers to demonstrate a commitment to continuous improvement, to ensuring service users are involved at all levels of service delivery and to comprehensive joined up working with relevant organisations. Each of these objectives will form part of the new contracts, which will be issued following a tendering exercise. We in turn will ensure providers are adequately trained in procurement and are aware of all the legal ramifications such as TUPE as well as being involved in the decision making processes which will determine the future direction of services.

Although dependant upon the outcomes from the Comprehensive Spending Review, we aim to include financial incentives based on performance into all

future contracts. Once the outcome of the spending review is known, this proposal will be further investigated and clarified.

The following table looks at the targets in place for each client group within the 5-year strategy and how putting current services out to tender could help us to achieve these aims.

Supporting People strategy target	Desired outcome
<p>Offenders & those at risk of offending</p> <p>Increased floating support provision for ex-offenders</p>	<ul style="list-style-type: none"> • Increase in the number of generic services which low risk offenders can access • A high quality specific floating support service for ex-offenders • An increase in positive outcomes for service users
<p>Developing stronger links between the Supporting People Team, Drug and Alcohol Action (DAAT) and Community Safety Teams</p>	<ul style="list-style-type: none"> • Joint working/commissioning of services • Services meet the needs of related client groups and meets the councils agenda for community safety and cohesion
<p>Provide new provision for substance mis-users who are ex-offenders</p>	<ul style="list-style-type: none"> • A high quality specific floating support service for ex-offenders with integrated links to the DAAT and other rehabilitation services • An increase in positive outcomes for service users • Links being made to mentally disordered offenders and/or those with multiple needs.
<p>Investigation into the level of access that ex-offenders are able to gain to other supported housing services that address some of their multiple needs</p>	<ul style="list-style-type: none"> • Reduction in exclusions for this client group in all other services
<p>Domestic Abuse</p>	
<p>Research into whether the current supported accommodation provision for this client group is sufficient in terms of units.</p>	<ul style="list-style-type: none"> • More units provided within current expenditure • Identification that services should be accessible to those aged 16 and over in line with current legislation
<p>Physical & Sensory Impairment</p>	
<p>Further detailed investigation into</p>	<ul style="list-style-type: none"> • Outcome of research indicated that the preferred way to be supported

Supporting People strategy target	Desired outcome
<p>whether there is a need for additional specific supported accommodation/floating support aimed at this client group</p>	<p>was through floating support. Further investigation of this at option appraisal stage. Strong links to the Occupational Therapy team will be a contractual obligation</p> <ul style="list-style-type: none"> • Improved outcomes for service users in appropriate risk managed services
Mental Health	
<p>Exploration of the possibilities for developing new services to cater for young people aged 16-25 years with mental health problems that are also able to support young people with dual diagnoses.</p>	<ul style="list-style-type: none"> • Increased number of floating support units within the provision for this client group within the same budget • Improved outcomes from a service which is service user led
<p>Exploration of the possibilities for developing new intensive support services to cater for people leaving long term rehabilitation units.</p>	<ul style="list-style-type: none"> • Increased number of floating support units within the provision for this client group within the same budget
<p>Investigation into the need for culturally sensitive provision for people from BME communities.</p>	<ul style="list-style-type: none"> • Ensuring that the programme is integrated into all communities and providers have strategies in place for enabling people with Minority ethnic groups to access their service
Young People Leaving Care	
<p>Improve access into generic services for young people leaving care.</p>	<ul style="list-style-type: none"> • Increase in the number of generic services • Ensuring services meet the needs of related client groups and meets the authorities agenda for community safety and cohesion whilst creating successful outcomes for service users
<p>Sign up of all parties to the multi agency joint protocol for young homeless people</p>	<ul style="list-style-type: none"> • This will be a contractual obligation

Supporting People strategy target	Desired outcome
<p>Learning Disabilities</p> <p>Develop wider choice of housing with support options available to people with learning disabilities including different tenure options</p>	<ul style="list-style-type: none"> • Innovative support options being offered to service users which arise from joint commissioning services with Adult Social Services • Ensuring services offer value for money, promote best practice and generate a supported living environment • Support plans are standardised across all providers and hours funded through supported people realistically reflect the amount of support needed to carry out living skills • There will be a move towards Individual budgets once we are aware of the outcome of current trials being undertaken in other authorities
<p>New services: to cope with increasing numbers of people with learning disabilities who need supported housing</p>	<ul style="list-style-type: none"> • Innovative, pro active services, adopting a multi-agency approach which can provide services to a higher number of service users within the current Supporting People budget allocated to Learning Disability
<p>Work with the BME Leadership Group to positively influence the take up of services by ethnic communities</p>	<ul style="list-style-type: none"> • New support options being more suited to adapt to the cultural and religious needs of people from minority groups
<p>Substance Misuse</p> <p>Service users who have multiple needs, e.g. substance misusers who are ex offenders can be supported.</p>	<ul style="list-style-type: none"> • Number of exclusions from services will be reduced • All new services, which are commissioned, will not have this client group as an excluded group e.g. offender services. They will also have support workers who are skilled in dealing with multiple needs
<p>Homeless</p> <p>The development of a variety of new supported housing services for homeless families including preventative floating support</p>	<ul style="list-style-type: none"> • Increase in tenancy support provision within the current contract value • Services meet the needs of related client groups and meets the authorities agenda for community safety and cohesion whilst creating successful outcomes for service users

Supporting People strategy target	Desired outcome
	<ul style="list-style-type: none"> • Joint commissioned services or additional funding streams from relevant government initiatives making stronger services and links to the corporate agenda e.g. anti social behaviour • All homeless services which are commissioned will work on appropriate outcomes for this client group e.g. independent living skills • The Option Appraisal will consider using a 'gateway service' for all homeless services
<p>Tackle the barriers that are put in place by service provider exclusion policies and the 'silted up' of accommodation based services through shortages of move on accommodation</p>	<ul style="list-style-type: none"> • Providers awarded new contracts will have in place comprehensive move-on policies and a thorough risk assessment process will be in place to ensure unnecessary exclusions • Work will be undertaken by the Supporting People Team and providers to encourage RSLs and other private landlord to reduce their exclusions
<p>The encouragement of increased availability of permanent housing options for single homeless people in short term supported housing schemes</p>	<ul style="list-style-type: none"> • Providers will be expected to have a strategy for working with a range of different housing providers
<p>The development of specialist services for homeless people around substance misuse and mental health</p>	<ul style="list-style-type: none"> • Inclusion of homeless people within the service provision for people with substance misuse and mental health problems
Teenage Parents	
<p>Monitor the use of other supported housing services by teenage parents and ascertain if these services can adequately meet this client groups needs</p>	<ul style="list-style-type: none"> • Jointly funded services with appropriate funding streams, a less restrictive budget would lead to increased support and number of floating support units
Generic	
	<ul style="list-style-type: none"> • Improved outcomes with higher numbers being supported, with the

Supporting People strategy target	Desired outcome
<p>Older People There is a greater need for diversification in the types of services provided for this client group</p>	<p>possibility of removing service user groups from other services to a more generic model of support. This would also enable the links to tenure to be removed and the service to be built on need and eligibility</p> <ul style="list-style-type: none"> • The services will be outcome focused and offer a consistent model of support for all eligible older people, regardless of tenure living in Darlington. The unit costs will be comparable and appropriate support planning will encourage skills to be maintained and work will be aligned to the Preventative agenda • The services will be available to existing lease holders • The integration of assistive technology into services to increase and prolong independence
<p>Home Improvement Agency (HIA)</p>	<ul style="list-style-type: none"> • Explore the possibilities of funding the Handyman as an extension to the administrative contribution we currently make

Summary

At a time of change for the Supporting People Programme, the aim is not to destabilize the supported housing market. The market is still developing and being nurtured and we want it to reach its full potential. We do not want to destabilize our providers and create more problems for service users who are already considered to be vulnerable.

We are committed to ensuring all providers have access to information and training on procurement, especially small Third Sector providers.

By establishing corporate links, working with providers and service users, the opportunities to create workable, innovative models of support will be developed. This in turn will facilitate Darlington Borough Council leading the way to cohesive, service user led services.

Appendix 1 - Current Service provision

Offenders and those at risk of offending

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Norcare	13	Accommodation	C
	10	Floating Support	
Total	23		

Learning disability

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Darlington Supported Housing	15	Accommodation	C
Darlington Borough Council	22	Accommodation	C
Dimensions	23	Accommodation	B
Karen Tallentire	3	Accommodation	C
Mencap	18	Accommodation	C
Potens	9	Accommodation	C
Priority Services Trust	12	Accommodation	C
UBU	4	Accommodation	C
United Response	10	Accommodation	C
Keyring	9	Floating Support	C
Mencap	6	Floating Support	C
Total	131		

Frail elderly

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Hanover	42	Accommodation	C
Darlington Borough Council	81	Accommodation	C
Total	123		

Older people with support needs

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Abbeyfield Society	34	Accommodation	C
Anchor Housing Association	140	Accommodation	C
Darlington Borough Council	791	Accommodation	C
	70	Floating	
Hanover Housing Association	68	Accommodation	C
Home Housing Association	31	Accommodation	C
Housing 21	28	Accommodation	C
Railway Housing Association	40	Accommodation	C
Total	1202		

Older people with support needs - community alarm

Provider	Number of units		Latest QAF rating
Darlington Borough Council	569	Community alarm	C
Home Housing Association	133	Community alarm	C
Railway Housing Association	49	Community alarm	C
Tees Valley Housing	56	Community alarm	C
Three Rivers Housing	47	Community alarm	C
Hanover Housing Association	5	Community alarm	C
Places for People	56	Community alarm	C
Total	915		

Single homeless

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
700 Club	29	Accommodation	C
	13	Floating Support	
YMCA Foyer	31	Accommodation	B
Salvation Army	34	Accommodation	C
	3	Accommodation	
Stonham	10	Floating Support	C
Salvation Army HA	12	Floating Support	C
Total	132		

Young people at risk

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Stonham	3	Accommodation	B
Total	3		

Generic/complex needs

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Darlington Borough Council	36	Floating Support	B
Places for People	8	Floating Support	C
Total	44		

Home Improvement Agency

Provider	Number of units		Latest QAF rating
Three Rivers Housing Association	72	Home Improvement Agency	C
Total	72		

Mental health

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Disc	12	Floating support	A
MIND	15	Accommodation	A
Carr Gomm	21	Accommodation	B
	10	Floating support	
Darlington Borough Council	4	Accommodation	C
	19	Floating support	
Total	77		

Young parents

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Tees Valley	6	Accommodation	C
	10	Floating Support	
Total	16		

Domestic abuse

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Family Help	8	Accommodation	C
Carr Gomm	25	Floating Support	B
Total	33		

Drug and alcohol

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
DISC	10	Floating Support	A
	8	Accommodation	
Total	18		

Physical or sensory impairment

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Broadacres	18	Accommodation	C
Darlington Borough Council	17	Floating Support	C
Total	35		

Young people leaving care

Provider	Number of units	Accommodation/Floating Support	Latest QAF rating
Barnardo's	6	Accommodation	C
Total	6		

Appendix 2a – Commissioning timetable

Contract duration	Service user group	Contract start	Contract end	Current extension	Possible extension	Service type	Current service details	Consultation period	Tender preparation	New contract start
1+1	Ex-offenders	01/04/06	31/03/07	31/03/08	31/03/09	Accommodation	1 provider 2 services 12 units	April 07 to July 07	August 07 to March 08	April 08
1+1	Ex-offenders	01/04/06	31/03/07	31/03/08	31/03/09	Floating	1 provider 1 service 10 units	April 07 to July 07	August 07 to March 08	April 08
1+2	Learning disability	01/04/06	31/03/07	31/03/08	31/03/09	Accommodation	9 providers 31 services 117 units	April 08 to August 08	Sept. 08 to March 09	April 09
1+2	Learning disability	01/04/06	31/03/07	31/03/08	31/03/09	Floating	3 providers 4 services 26 units	April 08 to August 08	Sept. 08 to March 09	April 09
1+2	Older people	01/04/06	31/03/07	31/03/08	31/03/09	Accommodation	7 providers 31 services 1243 units	April 07 to March 08	April 08 to March 09	April 09
1+2	Older people	01/04/06	31/03/07	31/03/08	31/03/09	Floating	1 providers 1 service 66 units	April 07 to March 08	April 08 to March 09	April 09
1+2	Older people	01/04/06	31/03/07	31/03/08	31/03/09	Community alarm	7 providers 12 services 921 units	April 07 to March 08	April 08 to March 09	April 09
2+2	Single homeless	01/04/06	31/03/08	N/A	31/03/10	Accommodation	3 providers 4 services 97 units	April 08 to March 09	April 09 to March 10	April 10
2+2	Single homeless	01/04/06	31/03/08	N/A	31/03/10	Floating	3 providers 4 services 35 units	April 08 to March 09	April 09 to March 10	April 10

Darlington Borough Council – Supporting People – Commissioning Strategy

Contract duration	Service user group	Contract start	Contract end	Current extension	Possible extension	Service type	Current service details	Consultation period	Tender preparation	New contract start
2+2	Young people at risk	01/04/06	31/03/08	N/A	31/03/10	Accommodation	1 provider 1 service 3 units	April 08 to March 09	April 09 to March 10	April 10
2+2	Generic	01/04/06	31/03/08	N/A	31/03/10	Floating	2 providers 2 services 44 units	April 08 to March 09	April 09 to March 10	April 10
3+2	Home Improvement Agency	01/04/06	31/03/09	N/A	31/03/11	Home Improvement Agency	1 provider 1 service 72 units	April 09 to March 10	April 10 to March 11	April 11
3+2	Mental health	01/04/06	31/03/09	N/A	31/03/11	Accommodation	3 providers 4 services 40 units	April 09 to March 10	April 10 to March 11	April 11
3+2	Mental health	01/04/06	31/03/09	N/A	31/03/11	Floating	3 providers 4 services 33 units	April 09 to March 10	April 10 to March 11	April 11
3+2	Young parents	01/04/06	31/03/08	N/A	31/03/10	Accommodation	1 provider 1 service 6 units	April 09 to March 10	April 10 to March 11	April 11
3+2	Young parents	01/04/06	31/03/08	N/A	31/03/10	Floating	1 provider 1 service 10 units	April 09 to March 10	April 10 to March 11	April 11
3+2	Domestic abuse	01/04/06	31/03/09	N/A	31/03/11	Accommodation	1 provider 1 service 8 units	April 09 to March 10	April 10 to March 11	April 11
2+2	Domestic abuse	17/07/07	16/07/09	N/A	16/07/11	Floating	1 provider 1 service 25 units	April 09 to March 10	April 10 to March 11	April 11

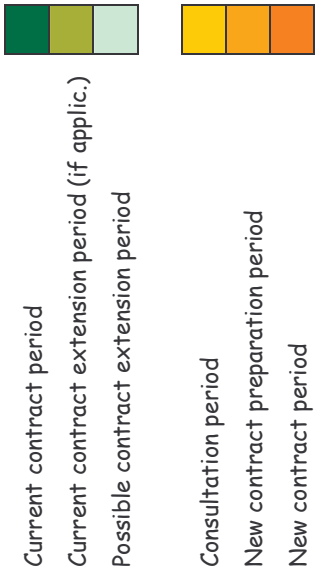
Darlington Borough Council – Supporting People – Commissioning Strategy

Contract duration	Service user group	Contract start	Contract end	Current extension	Possible extension	Service type	Current service details	Consultation period	Tender preparation	New contract start
3+2	Drug and alcohol	19/06/06	18/06/09	N/A	18/06/11	Accommodation	1 provider 1 service 8 units	April 09 to March 10	April 10 to March 11	April 11
3+2	Drug and alcohol	19/06/07	18/06/09	N/A	18/06/11	Floating	1 provider 1 service 10 units	April 09 to March 10	April 10 to March 11	April 11
3+2	Physical and sensory impairment	01/04/06	31/03/09	N/A	31/03/11	Accommodation	1 provider 1 service 18 units	April 09 to March 10	April 10 to March 11	April 11
3+2	Physical and sensory impairment	01/04/06	31/03/09	N/A	31/03/11	Floating	1 provider 1 service 16 units	April 09 to March 10	April 10 to March 11	April 11
2+2	Young people leaving care	01/07/07	30/06/09	N/A	30/06/11	Accommodation	1 provider 1 service 6 units	April 09 to March 10	April 10 to March 11	April 11

Appendix 2b – Commissioning timetable

Service user group	No. of units	Support type	2006/07				2007/08				2008/09				2009/10				2010/11				2011/12			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Ex offender	12	Accommodation	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Ex offender	10	Floating	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
New contract(s)																										
Learning disability	117	Accommodation	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Learning disability	26	Floating	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
New contract(s)																										
Older person	1243	Accommodation	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Older person	921	Community alarm	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Older person	66	Floating	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
New contract(s)																										
Single homeless	97	Accommodation	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Single homeless	35	Floating	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
New contract(s)																										
Young people at risk	3	Accommodation	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
New contract(s)																										
Generic	44	Floating	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
New contract(s)																										

Key



Appendix 3 - Other providers not currently operating in Darlington

St Anne's Community care
Churches Acting Together
BDM
Children - North East
St Cuthbert's Care
Creative Support
Acorn Support Services
Bettercare Keys Ltd
First Stop
Compass
Turning Point
Reach Out Care
The Albert Centre
Mental Health Matters
Quarriers
El-Shadai Care
Shaw Trust
NCH
Community Campus 87
Next Steps Care Management

Care UK
Community Integrated care
Advantage Healthcare Group
Reed Social Care
Action Housing UK
Rainer
Rebound ECD and GSL UK
Pinders
Windsor Recruitment
Addiction
Reliance Human Resources Ltd
Safe Haven UK
North Tees Women's Aid
Harmony Home Aid Service
Spurgeons
New Horizons Childcare Ltd
Care Concern
DePaul Trust
Green Corns

Appendix 4 - Value for money

The overall value for money (vfm) score applied to individual services within the Supporting People programme was based upon the outcome of separate cost and quality analysis. The overall scoring categorisation was the same for both quality and cost elements of the VFM.

Number of Points	Catergorisation
0 - 4 points	Poor
5-9 points	Fair
10-13 points	Good
14-15 points	Excellent

The score for cost was allocated using the overall score from a series of analysis which included:-

Cost

- Cost comparisons based on DCLG national and regional value for money tables.
- Cost comparisons against regional benchmarking and the service average for Darlington
- The cost per hour per it of support for Darlington
- The percentage of direct of support staff time in relation to management time.
- The percentage of overheads and central charges the service had.
- The staff to service user ratio

The quality score was allocated using the overall score form the following assessments:-

Quality

- Quality assessment framework score
- Service user feedback
- Stakeholder feedback
- Strategic relevance
- Outcomes for service users
- Performance of service in overall review and monitoring process.

Combined VFM Graph for:-

- Accommodation based services for people who are homeless,
- Accommodation based services for people who have been affected by domestic Abuse
- Accommodation based services Ex-offenders/people at risk of offending.
- Accommodation based services Young People at risk
- Accommodation based services for Young Parents

		Quality			
		Excellent	Good	Fair	Poor
C o s t	Excellent				
	Good		*	*	
	Fair		*	*	*
	Poor			**	*
					*

* Depicts a service

Combined VFM graph for:-

- **Accommodation based services for people with Mental Health Issues**
- **Accommodation based services for people with Learning Disabilities**
- **Accommodation based service for people with Physical and Sensory Impairments.**

		Quality			
		Excellent	Good	Fair	Poor
C o s t	Excellent				
	Good				
	Fair	***	* ****	* ** * *	
	Poor			*	*

* Depicts a service

Combined VFM graph for all floating support services.

		Quality			
		Excellent	Good	Fair	Poor
C o s t	Excellent				
	Good		*	*	
	Fair	*	*	** * *	* *
	Poor		*		

* Depicts a service