Llywodraeth Cymru
Welsh Government

Supporting People Programme

Practice Guidance 2018

Contents

Sector (audience)

Third sector and partner organisations involved with supporting Local Authorities, Registered Social Landlords, other housing service providers, Supporting People Regional Collaborative Committees, Local Health Boards and other provider agencies.

Glossary of Acronyms

LCP	Local Commissioning Plan
NHS	National Health Service
SPPG	Supporting People Programme Grant
SPNAB	Supporting People National Advisory Board
RCC	Regional Collaborative Committee
RDC	Regional Development Coordinator
RSP	Regional Strategic Plan
SPIN	Supporting People Information Network
SPODG	Supporting People Outcomes and Data Group
TUPE	Transfer of Undertakings (Protection of Employment) Regulations 2006
UK	United Kingdom

Chapter 1: Introduction

1.1 About the Supporting People Programme

1.1.1 The Supporting People Programme (the "Programme") is a Welsh Government programme that helps approximately 60,000 people each year to live independently. This Guidance replaces the previous: *Supporting People Programme Grant (SPPG), Guidance – Wales (June 2013)*.

1.1.2 The Programme provides vital support to people who find themselves in very difficult circumstances. It helps some of Wales' most vulnerable people to live independently in their own home or supported housing.

1.1.3 It is an early intervention programme which prevents people from becoming homeless or helps homeless people to find and keep accommodation. It helps vulnerable people address problems, sometimes multiple problems, such as debt, employment, tenancy management, substance misuse, violence against women, domestic abuse and sexual violence, and mental health issues. The support is geared to what people need e.g. to help deal with mental health problems and/or substance misuse, help to improve their health and well-being and/or help them progress into, or nearer to, a job or training opportunity.

1.1.4 The Programme continues to make a significant contribution to the implementation of Part 2 of the Housing (Wales) Act 2014, the core of which is to prevent homelessness. The Programme reduces or prevents the need for more costly interventions by the NHS and/or social care for individuals and families and, in some cases, people who fall into the criminal justice system. It is essential that the Programme has a clear vision, is underpinned by strong values and its strategic objectives include how it works with and complements other Welsh Government programmes to maximise efficiency.

1.1.5 There are a range of relevant duties that local authorities will have which must be complied with in the delivery of the Supporting People Programme. For example, the Equality Act 2010, Welsh Language Measure (Wales) 2011 and the Welsh Language Standards Regulations.

1.1.6 Welsh Government is currently exploring the option of creating a single Early Intervention, Prevention and Support (EIPS) grant. The aim is to give greater financial freedom and flexibility to enable local authorities to work differently, giving more scope to design services to support the Government's drive for more preventative, long-term approaches. Consequently, in 2018-19 seven pathfinder local authorities are testing new grant arrangements.

1.1.7 During this time this Guidance should be seen in the context of the Funding Flexibilities work until such time as Ministers make a decision about direction of travel. It is also Welsh Government's expectation that local authorities should allocate funding to the Supporting People programmes at least at the level of the Supporting People allocation unless they can demonstrate that they can be sure of delivering the same, or improved, services for less money as a result of efficiencies.

1.1.8 Should Ministers decide to move ahead with an EIPS grant, or any other grant alignment, then the Programme will continue and this Guidance will be subsumed into any future wider guidance.

1.2 Vision

1.2.1 The vision for the Programme is "A Wales where nobody is homeless and everyone has a safe home where they can flourish".

1.3 Values

1.3.1 The values underpinning the Programme, as set out below, are essential in shaping the overall approach used across the whole of the supported housing sector. Our values also provide a clear benchmark for people who use Supporting People services to understand the support they should expect and the way it should be delivered.

- Putting the people who require assistance at the heart of the Programme, enabling vulnerable individuals to live a fulfilled, active and independent life.

- Treating people with respect and as experts in their own lives.

- Working with empathy, listening and building trusting relationships.

- People having fair treatment and equal opportunities, regardless of the level of need.

- Behaving with integrity, being open, transparent and trustworthy.

- Being held accountable for our actions.

- Working together and valuing everyone's input.

1.4 Strategic objectives

1.4.1 The Programme plays a vital part in preventing homelessness through the delivery of housing related support, and makes a valuable contribution towards the implementation of Part 2 of the Housing (Wales) Act 2014. It will also make an important contribution to the recent legislation listed at 1.6.

1.4.2 Commissioning bodies and service providers will focus on providing services that impact on people's lives by:

- preventing or relieving homelessness wherever possible;

- supporting people to develop skills for life to flourish independently, in their own homes, and as part of their communities;

- supporting people to build their well-being and resilience to deal with shocks, stresses and uncertainty in their lives;

- reducing demand on other services;

- supporting people out of poverty;

- making best use of resources for maximum impact;

- delivering better relationships by working in partnership, across organisational policy and sectorial boundaries; and

- avoiding or mitigating the effect of adverse childhood experiences.

1.4.3 Supporting People commissioners and service providers should ensure services align with the local, regional and national housing, health and social services agenda, including policies and programmes promoting: employability, tackling poverty, good mental health and well-being, community safety, and reducing adverse childhood experiences.

1.5 Broader framework

- One of the key strengths of the Programme is that it enables support to be delivered to those who are in housing need.

- Expectation of a wide variety of services to be delivered, but commissioners need to understand the purpose of each one and how each plays a part in the wider context.

- Different people respond to different styles and approaches to support. Commissioners should be wary of a 'one size fits all' approach to purchasing services.

1.6 Relevant Legislation

1.6.1 Since 2014 the National Assembly for Wales has passed five pieces of legislation, which together changes the environment in which Supporting People is delivered:

• Social Services and Well-being (Wales) Act 2014

• Housing (Wales) Act 2014

• Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015

• Well-Being of Future Generations (Wales) Act 2015

• Renting Homes (Wales) Act 2016.

1.6.2 During a period of significant new legislative frameworks, the Programme enables the Welsh Government to meet the policy objectives outlined at 1.4.2 and, more importantly, means that individuals at risk of homelessness are able to access the support they need.

Chapter 2: People the Programme Helps

2.1 The involvement of people who use support services

2.1.1 There is an expectation that people who use Supporting People services will be at the heart of all aspects of the Supporting People Programme (the "Programme"), from commissioning and procurement through to shaping services. In order to achieve this, a range of methods should be developed by commissioners and providers to ensure people who use Supporting People services, and who would like further opportunity for their voice to be heard, can do so and they will receive feedback on the impact of their involvement.

2.1.2 This Guidance values the different experience, skills, and knowledge of all parties involved. Commissioners, providers, partners and crucially the people who use services, all play a part in identifying what services are needed and how best they can be delivered.

2.1.3 Each Regional Collaborative Committee (RCC) must have a working framework which ensures people who use Supporting People services can be involved in developing, commissioning, decommissioning, and reviewing support services in whichever way suits them best.

2.2 Local authority role in involving people who use support services

2.2.1 Each local authority should:

- evidence to the RCC the impact on services from the involvement of people who use Supporting People services;

- ensure that the experience of those who are using Supporting People services contributes to project development and service improvements agreed within the Regional Strategic Plan (the RSP is explained in Chapter 4);

- ensure that input from people who use Supporting People services is incorporated into the development of service specifications and into commissioning, re-modelling and decommissioning services, so any unintended consequences can be recognised and considered. This must be reported to the RCC;

- ensure contracts for services include the need for providers to include people who use Supporting People services in service development, monitoring and evaluation. In addition, the involvement of people who use Supporting People services should also be expanded to all aspects of services including, but not limited to, staff recruitment; and

- demonstrate how they have involved people who use Supporting People services in the development of services, commissioning, monitoring, and evaluation.

2.3 Regional Collaborative Committee role in involving people who use support services

2.3.1 Each RCC should:

- identify key ways that ideas and feedback can be sought;

- hold consultation/forums/events etc. where information can be shared and the views of people who use Supporting People services can be gathered;

- ensure that the experiences of people who use Supporting People services contribute to project development and service improvements agreed within the Regional Strategic Plan;

- ensure that commissioners and service providers support people who use Supporting People services to assist with the development of local and regional services;

- consider evidence from commissioners and service providers on their involvement of people who use Supporting People services and ensure they feedback to the people who use Supporting People services about the impact of their involvement;

- have a working framework for involving people who use Supporting People services and a structure that ensures this links in with local authority and providers;

- work with providers to draw upon their skills and expertise, to ensure effective engagement with people who use Supporting People services;

- involve people who use Supporting People services on the Board, or ensure there are people who use Supporting People services champions on the Board; and

- demonstrate via the RCC Annual Review how people who use Supporting People services are involved in shaping service delivery and the impact of their involvement.

2.3.2 The RCC Annual Review Report (see section 4.5) will report on the progress and, crucially, the outcomes of the involvement of people who access Supporting People services. This should include evidence that those people:

- have information about the services, the role of the local authority and the role of RCC;

- can, should they wish to, feedback about their experience and have a variety of options and methods to do so;

- who would like to be involved on a more formal strategic role, have a variety of ways to do so; and

- who would like to get involved, on an ad-hoc interest led basis, can do so.

2.4 Provider role in involving people who use support services

2.4.1 Providers must ensure that people who use Supporting People services:

- have opportunities to become involved in services, whether formally or informally, and are provided with a variety of ways to do so whether on an ongoing or ad-hoc basis;

- are involved in all aspects of services and are able to shape services, including such things as staff recruitment;

- are provided with appropriate support to access training to allow them to feel confident about participating;

- are supported to work with local authorities on commissioning, re-modelling and decommissioning; and

- are provided with feedback on the results of their involvement.

2.4.2 Providers must be able to demonstrate how they have involved people who use Supporting People services and the difference their involvement has made.

2.5 Who is eligible for Supporting People Programme Grant (SPPG) funded services?

- Any person in need of housing support is eligible to receive housing support as long as they are eligible to receive public funding, regardless of their tenure or lack of tenure.

- People eligible for services must be over 16.

- In principle, no local connection criteria should be applied to access support, but under the Housing (Wales) Act 2014, each local authority needs to fulfil its housing duties. Local authorities can set local connection criteria for specific schemes if it is necessary to discharge their homelessness duties, but should discuss this matter with regional partners.

- Former recipients of a Supporting People service are eligible for a short period of follow up support to embed the impact of the service provided.

2.6 What is not eligible

2.6.1 SPPG cannot fund social care services. It complements and enhances such services, but its primary aim is to enable, not care for, people using its services. This includes care provided under Section 117 of the Mental Health Act, except for housing related elements.

2.6.2 Similarly, it cannot be used to fund domestic assistance services e.g. activities such as shopping, cleaning, gardening and cooking. However, supporting an individual to develop their skills in this area is in line with the intention of the grant.

2.6.3 SPPG cannot fund local authority commissioning activity.

2.6.4 SPPG should not fund general housing management tasks which would normally be funded by rents or service charge. For example:

- Setting, collecting and accounting for the rent and service charges.

- Establishing, issuing and enforcing the licence or tenancy agreement.

- Providing the security and door entry elements of hard wired alarm services; these should form part of the rent and service charge.

2.6.5 However, notwithstanding the above, it may be used, within a SPPG service to:

- Help people to access and engage with skills, training, employment and volunteering.

- Fund emotional support – whilst supporting people is not a therapeutic or a counselling service, clearly empathetic delivery of housing related support is fundamental to person centred services.

- Fund translation, interpretation or BSL services where support services work with BAME Groups, refuges and people with sight/hearing impairments.

2.7 Types of service eligible

2.7.1 To clarify the types of services that are eligible for funding from the SPPG, this section provides a framework around which discussions, negotiations and decisions can be made by local authorities.

2.7.2 SPPG will be used to fund those services identified as strategic priorities by the RCCs and as outlined in their Regional Strategic Plan. Local authority commissioning should be aligned with the Regional Strategic Plan for their area and their existing and future homelessness strategies under section 52 of the Housing (Wales) Act 2014, required to be in place by 2018.

2.8 Housing-related support services

2.8.1 Housing-related support is provided to help vulnerable people develop or maintain the skills and confidence necessary to live as independently as possible. At its core is the prevention of homelessness. Support can be offered to anyone eligible, regardless of their tenure or lack of tenure.

2.8.2 The principles of housing-related support are to:

- Prevent homelessness.

- Support people to access, maintain and manage accommodation by assisting them to develop or maintain the necessary skills and confidence to live as independently as possible or be discharged to independent living from institutional settings.

- Avoid the need for people to live in inappropriate institutional settings.

- Provide support to people who are presently, or have a history of, living unsettled patterns of life that may have contributed to chaotic patterns of behaviour.

2.8.3 Provision of housing-related support services will be based on identified or assessed needs; this assessment must be flexible and person centred. The Programme encourages innovation, e.g. consideration of developments within housing, support, social care, health, and Welsh Government Tackling Poverty programmes. It is accepted that the services which go together to create 'housing-related support' are broad and wide ranging.

2.9 Style and Approach

2.9.1 Supporting People services must be enabling and develop a person's independence i.e. 'doing with' as distinct from 'doing for'. The focus of the service should be to encourage and support the person to exercise personal choice and self-determination and accentuate their strengths.

2.9.2 Services must have good links with, and refer or signpost people to, services which provide opportunities for education, training, volunteering, and employment.

2.9.3 Support packages must be developed and agreed with the person who is using Supporting People services and any risks considered. The length of time people receive housing-related support should be carefully managed to avoid creating dependency (e.g. some local authorities have time limits after which point cases are reviewed to establish the continued need for support, or an alternative more appropriate support). Support offered will include short term interventions to prevent homelessness. Whilst there may be circumstances where the need for housing-related support is ongoing, consideration should be given to the length of time a service is available, and whether some long term support is actually care or creating dependency rather than creating independence.

2.9.4 There is substantial flexibility in the use of Supporting People funding, provided it helps enable people to access or sustain accommodation. This may include mediation with landlords and family, help with accessing a tenancy, preparation for managing a tenancy, housing-related support provided via group work, and small sums for innovation where they are used with the person to enhance their ability to live more independently.

2.9.5 Guidance on commissioning can be found in Chapter 4.

2.9.6 Questions to be considered when commissioning, reviewing or identifying whether a service will come within the remit of the Programme Grant may include the following, but this list is not exhaustive.

Will the support offered:

• Prevent the person from becoming homeless or relieve their homelessness?

• Support people to secure and settle in suitable accommodation when homeless?

• Avoid people moving to more costly temporary accommodation or care options?

• Keep people safe in the community and allow them to feel on an 'even keel'?

• Contain the skills and knowledge to pull in specialist services at the right time to prevent more costly options?

• Cover key areas that enable an individual to establish their independence to flourish, improve their well-being and help tackle poverty?

2.10 Outcomes

2.10.1 Services commissioned must be outcomes focussed, and support should focus on what outcomes are to be achieved by the individuals supported. These outcomes should be set in partnership with the person using the service, in the spirit of co-production.

2.11 Monitoring

2.11.1 Where an individual is found to be at risk of homelessness or is homeless, the support provider/gateway must refer the person to the local authority homelessness service for assessment under Part 2 of the Housing (Wales) Act 2014.

2.11.2 Where a homelessness duty is owed, provision of support will be recorded as a reasonable step in discharging the relevant duty, and the outcome of the support must be reported to the homelessness team to be recorded under the terms of statutory data homelessness returns.

2.11.3 Services that receive SPPG will be expected to regularly report performance and outcomes to the contracting local authority who will use the information in their contract management, and collate and provide relevant information and reports to the RCC as required. The eligibility, i.e. use of the grant, will be subject to scrutiny and inspection by the Welsh Government.

Chapter 3: Running the Programme

3.1 Supporting People National Advisory Board

Role of the Board

3.1.1 The aim of the Supporting People National Advisory Board (the "Board") is to advise the Welsh Government in respect of the strategic direction, policy and guidance for the Programme. In so doing the Board will ensure that it meets the aims and objectives of the Supporting People Programme (the "Programme").

3.1.2 The Board's status:

- It is an advisory body and as such must be bound by the reasonable expectations of such a body. It is important to recognise that the Board does not have executive powers or functions.

- The Board advises the Welsh Government within the remit agreed for it by the Cabinet Secretary.

- The Board will not involve itself with the direct day to day operational activity of the Programme unless specifically requested to do so by the Welsh Government.

3.1.3 The role of the Board, through consultation and collaboration with RCCs and other bodies, will include:

- advising the Cabinet Secretary on the national policy direction of the Programme;

- monitoring the development and performance of RCCs and the administration of the Programme;

- advising the Cabinet Secretary on the appropriate implementation of, and changes to the Programme governance, grant conditions, policy, guidance and legislation;

- receiving regular reports from officials monitoring the governance of the RCCs and provide feedback to the RCCs;

- hold annual events to listen to the views and experiences of people who use Supporting People services, and use them to shape policy advice;

- overseeing the distribution of the Supporting People Programme Grant (SPPG) and the programme of research and evaluation;

- providing assurance that processes and practices are fair, transparent, equitable and that planning and procurement are clearly defined;

- implementing the Welsh Government's policy direction, particularly on preventative services, health and well-being, tackling poverty, economic growth and prevention of homelessness; and

- advising the Cabinet Secretary and, where appropriate, make recommendations on action.

3.1.4 All members will also be responsible for:

- promoting the Welsh Government policy and legislative direction particularly around early intervention and homelessness prevention;

- ensuring that decisions made by the Board follow proper procedures, are supported by sufficient high quality information and are robust and defensible;

- demonstrating awareness of evidence and policy approaches to the Programme in other parts of the UK and beyond in order to learn from those and to evaluate Wales' relative performance;

- ensuring the Board operates effectively and efficiently within its remit;

- exercising independent judgement, reasonable care, skill, and diligence in undertaking duties;

- considering and commenting on reports from task and finish groups on progress in delivering the Board's work plan;

- reporting to their representative bodies the agreed communication messages from the meetings; and

- maintaining, where necessary, the confidentiality of information that may be shared in meetings of the Board or in Board correspondence.

Supporting People policy links

3.1.5 The Programme has close policy links across the Welsh Government e.g. Social Services, Health, Probation and Community Safety, Tackling Poverty, Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV), and Public Service Policy. The programme also has an important role in delivering part of a coherent approach to safeguarding. Welsh Government officials on the Board have a role in strengthening working links with other parts of the Welsh Government and to ensure that the Programme is aligned with future policy developments. Other members of the Board can also help to link different programmes via their external links.

3.1.6 The Board can decide whether to establish sub-groups and to co-opt members as circumstances dictate. It may choose to form sub-groups to look at particular tasks, e.g. where it requires a particular policy or delivery focus that the whole Board may not need to concentrate upon, or on cross-cutting areas of work. The Chair will decide how to allocate additional work and responsibilities on an ongoing basis.

3.1.7 All sub-groups/task and finish groups will report to the Board.

Administration arrangements

3.1.8 The board will meet quarterly. Additional meetings will be held when required.

From time to time, the Board will review its effectiveness with a view to improvements wherever possible. It will develop a rolling programme of work.

3.1.9 The Board will be supported by the Supported Housing Branch from within the Welsh Government Housing Policy Division.

Membership

3.1.10 Membership of the Board is as follows:

- Deputy Director, Housing Policy Division, Welsh Government

- Three independent individuals, two of whom will be the Chair and Vice Chair

- Welsh Local Government Association

- Association of Directors of Social Services Cymru

- Public Health Wales

- Community Housing Cymru

- Cymorth Cymru

- Housing Leadership Cymru

- Wales Community Rehabilitation Service

- Chair of the Supporting People Information Network

- Chair of the Supporting People Finance and Research Group

- Chair of the Supporting People Governance Group

- A representative for the RCCs.

3.1.11 Other Welsh Government officials and other parties will attend as required.

3.2 Regional Collaborative Committees (RCCs)

3.2.1 The aim and overall focus of the RCCs is to provide strategic direction and scrutiny, at a regional level, for the Programme. They will be responsible to the Cabinet Secretary on regional and local collaborative delivery of the Programme to ensure the most efficient and effective services are delivered. The RCCs will inform and advise the Cabinet Secretary on the production of proposed Supporting People Programme Regional Strategic Plans for the allocation of grant against agreed priorities.

Role of the RCCs

3.2.2 The RCCs will work in line with their Memorandum of Understanding.

3.2.3 In detail, the role of RCCs includes to advise on:

- regional and local delivery and compliance with the national Supporting People Programme strategic guidance and all grant conditions;

- regional and local needs mapping;

- the operation of commissioning and procurement practice;

- the quality of regional and local services, in particular against the Supporting People National Outcomes Framework;

- the involvement of people who use Supporting People services in shaping and developing service provision; and

- making recommendations to the Welsh Government and the Cabinet Secretary on local and regional spend via Supporting People Spend Plans in line with client category priorities.

Planning

- To ensure an appropriate balance of preventative[1] and reactive services.

- To ensure an appropriate diversity and balance of generic and specialist services to meet the needs of different client groups.

- To collaborate with Social Services and Well-being Regional Partnership Boards, other RCCs, Substance Misuse Area Planning Boards, and VAWDASV Regional Partnership Boards in order to plan and prioritise service requirements to enable improved joined-up and collaborative approaches to commissioning and procurement exercises.

- To produce the Regional Strategic Plan, including a Spend Plan, to be shared with the Social Services and Well-being Regional Partnership Service Boards and Welsh Government.

- To recommend escalating any issues that cannot be resolved through local and/or regional collaboration to the Welsh Government, and ultimately the Welsh Cabinet Secretary.

- Implement and update the people who use Supporting People Services Frameworks to ensure people who use Supporting People services are involved in developing, commissioning and reviewing support services.

- To ensure local authorities provide appropriate monitoring information of Supporting People spend including timely identification and reporting of underspend.

- To develop an awareness of local, regional and national Supporting People services in order to identify opportunities to realise efficiencies by coordinated planning and provision of services.

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[1] Services which help stop people losing their homes in line with Part 2 of the Housing Wales Act 2014

- To liaise with other RCCs to provide advice on coordinating commissioning, procurement and funding of cross-region and national service provision.

- To ensure Regional Strategic Plans consider key strategic objectives such as those of local homelessness strategies (to be published in 2018) and tackling poverty, social care preventative activity, health and community safety priorities.

- To align with other Welsh Government Anti Poverty programmes.

Administration

- To ensure effective information exchange between RCC members (noting confidentiality requirements) and between RCCs.

- To receive from the coordinating local authority a register of regional services that may be commissioned or procured at short notice should funding become available. These may be new services requiring procurement or expansion of existing services. The process of approval by the RCC must be clear.

- To receive monitoring information on complaints and to escalate any issues to Welsh Government as appropriate.

- To advise the coordinating local authority and the Welsh Government where the RCC considers that local practice is in breach of the Grant conditions. To also advise the Welsh Government on any disputes within the RCC.

- Maintain continuous assessment on the RCC membership to ensure parity of representation, and awareness of and participation by all Supporting People stakeholders.

Membership of the Regional Collaborative Committees

3.2.4 There should be equal representation of key groups. The number of local authority members should be equal to the combined number of landlord and support provider places. The membership of the RCC will be made up of:

- Local authority – this may include Elected Members and/or officers including the Supporting People Team and Homelessness Advice service

- Health

- Probation

- Providers (representing long term and short term services) elected and supported by Cymorth Cymru and Landlords elected and supported by Community Housing Cymru (CHC)[2]

- Public Health Wales

- Co-opted members at the discretion of the RCC, but will not have voting rights

- Additional local authority officers, the RDC, a representative of the Supporting People National Advisory Board and Welsh Government officials will also be able to attend the RCCs, but will not have voting rights.

3.2.5 The RCC could also consider representation from people who use Supporting People services. However, as a minimum they should ensure that all members themselves represent people who use Supporting People services' interests.

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[2] Providers and landlord representatives do not need to be members of Cymorth Cymru or CHC.

Meetings

3.2.6 RCCs are required to meet a minimum of four times per year as a formal RCC meeting.

3.2.7 The Chair and Vice Chair of the RCC will be appointed annually and the posts will be held by two different types of agencies.

3.2.8 The RCC may set up task and finish groups at its discretion.

Servicing and Resourcing

3.2.9 The Regional Development Coordinator (RDC) will provide administrative support to the RCC.

3.2.10 Local authorities will be expected to update the RCC on a regular basis, providing an overview of progress locally and regionally as well as additional issues the RCC may wish to consider.

3.2.11 Where not already a member of the RCC, local authority Supporting People Programme managers may be invited to attend as an observer, participate in and support the work of the RCC.

3.2.12 The RDC will ensure dialogue and collaboration takes place between the local and regional levels in order to ensure any issues are resolved as early as possible in the planning process.

Communication

3.2.13 The RCCs will put in place consultation arrangements with the following stakeholders:

- People who use Supporting People services
- Local Authority Supporting People Planning Groups
- Social Services and Well-being Regional Partnership Boards
- Public Service Boards
- Local and regional homelessness forums
- Substance Misuse Area Planning Boards

- Violence against Women, Domestic Abuse and Sexual Violence Regional Partnership Boards
- Regional Provider Forums
- Other relevant bodies.

3.2.14 The Welsh Government will expect to see evidence of this in each Regional Strategic Plan.

3.2.15 The individual members of the RCCs will be expected to communicate with their own constituency e.g. local authority members, other providers etc.

3.2.16 The RCCs will ensure the following information is published on their webpages in the timescales outlined below to enable all stakeholders in the Programme to be kept informed. A link to the RCC webpage will be held by the Welsh Government and any changes to the web link should be notified to the Welsh Government.

- Regional and Local Spend Plan – April following submission to the Welsh Government.
- Regional Strategic Plans – April following submission to the Welsh Government.
- RCC Annual Review Reports – September following submission to the Welsh Government.
- Meeting Minutes – following sign off by the Committee.
- Meeting papers – as determined by the Committee.

Priority Setting

3.2.17 Each RCC will develop a three year Regional Strategic Plan (first published in 2017), which will set out priorities/spend for the region and should be reviewed annually. These plans should consider the local Homelessness Strategy, when published, and homelessness data returns as well as wider preventative priorities. The coordinating local authority will put together the plans for the RCC to review.

The RCC will identify regional priorities and any other changes required and then develop a proposed Regional Spend Plan for the RCC to consider and be available if requested by the Welsh Government.

3.2.18 Local commissioning should complement the regional priorities identified in the Regional Strategic Plan. The RCC will receive sufficient reporting from local authorities to enable them to ensure that SPPG is being planned and delivered according to the principles of the legislation listed at 1.6. The RCC will be expected, when appropriate, to advise local authorities when the RCC considers that the use of SPPG at the local authority level appears to not meet priorities.

3.3 The role of the Welsh Government in support of the RCCs and Governance

3.3.1 The Welsh Government representatives will attend RCC meetings whenever possible (at least one meeting a year per RCC), get involved as and when issues arise, in a timely fashion and when these require escalation, and assist in conflict mediation. It will seek to mediate issues informally with relevant officials. The Welsh Government will collate, and on some occasions summarise, reports received from the RCCs to provide a national picture of service delivery. It will also monitor arrangements in partnership with stakeholders to consider how the governance arrangements are working and how these can be improved to support the development of the RCCs.

3.4 The role of the Coordinating Local Authority

3.4.1 In each RCC region there will be one coordinating local authority that will:

- draft the proposed Regional Strategic Plan for the local authorities in that area;

- organise the RCC meetings;

- maintain a register of services that may be commissioned or procured at short notice;

- employ a Regional Development Coordinator and ensure they work regionally in support of the RCC;

- develop and support effective partnership working within the region on the Supporting People Programme;

- develop a plan that will incorporate local and regional arrangements and evidence the outcomes of the involvement of people who use Supporting People services, to be evaluated and presented to the RCC;

- ensure dialogue and collaboration between the local and regional levels; and

- support the RCC so that it functions effectively and is appropriately serviced.

3.4.2 The coordinating local authority can be changed on agreement with other local authorities as needed.

3.5 The role of the Regional Development Coordinator (RDC)

3.5.1 The role of the RDC is to coordinate and contribute towards the development of the RCC.

3.5.2 A RDC is employed within each region by a coordinating local authority, which holds responsibility for the recruitment and employment of the RDC. This work will include ensuring the role is being fulfilled as anticipated.

3.5.3 The purpose of the RDC is to:

• develop and support effective partnership working within the region in relation to the Supporting People Programme and other regional bodies, in particular the Regional Partnership Boards and the Public Service Boards;

• support the RCC so that it functions effectively and is appropriately serviced;

• facilitate communication between the RCC and the Supporting People National Advisory Board to ensure the smooth running of the Supporting People Programme arrangements and collaborative decision making;

• promote and facilitate regional service delivery;

• attend and contribute to the Regional Provider Forum meetings;

• collaborate with other RDCs across Wales to share and promote good practice; and

• provide administrative support to the RCC.

3.5.4 Key tasks expected of each RDC are shown in the individual job descriptions and must be based on the Welsh Government requirements for this post. They may be slightly different across the regions, depending on the needs of the coordinating authority.

3.5.5 The RDC will attend the RCC meetings, but will not be voting members of the committee. As part of their coordination of the meetings they will ensure appropriate records are kept of all decisions voted on, ensure the membership remains in line with the Guidance, and meetings are quorate where necessary.

3.5.6 The RDC may attend, or coordinate, individual planning and task and finish groups, however, the RCC members are expected to feed in to this work and this may be done with, or without the RDC. The RDC will continue to coordinate the work these groups undertake.

3.5.7 The RDC has responsibility for submitting a number of key documents to the Welsh Government including the Annual Review and the Regional Strategic Plan.

3.5.8 The RDC will work with the Welsh Government to ensure any issues with the coordinating role are appropriately brought to their notice.

3.5.9 The RDC is expected to encourage the sharing of best practice between the regions, and this can, in part, be done through the RDC Network which is hosted by the Welsh Government.

3.5.10 The RDC has responsibility for communication with the RCC, the Welsh Government and other stakeholders, ensuring all members are kept up to date with key developments and/or issues. This should be done in a way which is agreed by the members of the RCC.

3.6 The role of the Local Authority

Please refer to section 4.15.3.

3.7 The role of the Provider

Please refer to section 4.15.16.

3.8 Local arrangements to support RCCs

3.8.1 Local needs analysis and identified priorities for Supporting People services will be determined by the local Supporting People Planning Groups. This will be discussed at the RCC meetings and then feed into the three year Regional Strategic Plans.

3.8.2 Local Supporting People Planning Groups will:

• advise on the local Homelessness Strategy and how services can be configured to ensure an appropriate balance of preventative and reactive services;

• develop local commissioning plans for Supporting People services;

- ensure commissioners (including Families First and Flying Start), service providers, and most importantly people who use Supporting People services, are involved in the planning, development and commissioning of services and service responses that meet identified needs and agreed strategic priorities on a local and regional level;

- ensure service providers, wider stakeholders and key commissioners are advised and informed on matters relating to the planned development, improvement or decommissioning of services to vulnerable people;

- ensure the experience of people who use Supporting Peoples services contributes to project development and service improvements;

- ensure that funding decisions have undergone a thorough Equality Impact Assessment and that service delivery fosters good relationships and promotes equality and inclusive outcomes for all citizens; and

- ensure commissioners, service providers and most importantly people who use Supporting People services assist with the development of local and regional service specifications.

3.8.3 In many areas links already exist with a wide range of stakeholder groups. Where such links do not exist, local authorities will need to establish and support such arrangements. Where appropriate, for example, where there is limited capacity, local arrangements may be cross boundary with two or more teams working together to maximise resources.

3.8.4 Any future local and regional collaborative arrangements must not lose sight of the option to commission some very local arrangements where these best meet needs. What is essential is that all service developments at local, regional or national level are appropriately aligned to identify local needs and priorities to:

- aid the development of shared plans and priorities which are supported by evidence of need;

- aid the development of an integrated and coordinated approach to focus on prevention and reduce duplication or fragmentation and help with the development and delivery of high quality, cost effective services;

- ensure that service planning and commissioning activity is coordinated with other national grant programmes such as Families First and Flying Start, including responding effectively to the developing picture of Funding Flexibilities and any other grant integration approaches;

- support the development of appropriate links with other local and national policies, strategies, initiatives, and funding streams; and

- coordinate with the appropriate use of Social Housing Grant on a local and regional basis.

Chapter 4: Programme Governance

4.1 Planning Cycle

4.1.1 Effective planning and reporting is the bedrock of effective commissioning and procurement to ensure the outcomes of the Supporting People Programme (the "Programme") are achieved and is central to both meeting the needs of people who use Supporting People services and providing the best value for public money.

4.1.2 This Chapter outlines the responsibilities of RCCs and local authorities when planning services; and provides an overview of the service planning process for support services, funded by the Programme.

4.2 Regional Strategic Plan

4.2.1 Each RCC will develop a three year Regional Strategic Plan advising local authorities on effective regional and local collaborative delivery of the Programme to ensure the most efficient and effective service delivery.

4.2.2 The Regional Strategic Plan will set out recommended priorities and the proposed balance of spending for the region in terms of the RCC's priorities. The detail within the Regional Strategic Plan will be informed by the Local Commissioning Plans (see 4.3).

4.2.3 Table A below provides an overview of the structure of the Regional Strategic Plan:

Table A: Regional Strategic Plan

	Section heading	Description of content
1	Strategic Priorities	National, regional and local strategic priorities and themes which have emerged from the 'population assessment' (section 14 of the Social Services and Well-being (Wales) Act 2014), the Homelessness Strategy (Part 2 s50(1) Housing (Wales) Act 2014) and the well-being assessment and plan (section 37 & 39 Well-Being of Future Generations (Wales) Act 2015).
2	Supply, needs assessment, outcomes analysis, consultation evidence and service gaps	A summary of how evidence and information gathered from people who use Supporting People services and other stakeholders is shaping service commissioning developments. Including the differentiating needs based on the requirements of each equality strand.
3	Priorities for service development	Details of client groups that are a priority and proposals for service development, decommissioning and remodelling.
4	Efficiencies to improve service delivery	An overview of the approach that will be taken to implement efficiencies to achieve value for money.
5	Equality Impact Assessment	A summary of an equality screening exercise and assessment of the impact of service changes on each of the equality strands.

4.2.4 The plan will be developed using information submitted by Supporting People teams from their local and regional service planning frameworks; which should include, for example, an analysis of the supply of services across the region and needs assessment.

4.2.5 It will be reviewed annually and agreed by the RCC and submitted to Welsh Government on a three year basis.

4.2.6 As well as providing strategic direction for delivery of the Programme the document will:

• show the evidence used;

• provide an overview of how need has been identified;

• provide evidence of how conclusions have been reached for service development priorities; and

• provide evidence that robust partnership working is in place within each area; ensuring that people who use Supporting People services, support providers and other statutory stakeholders are given meaningful opportunities to influence decisions at both a local and regional level.

4.2.7 The RCC should agenda an annual review of their three year Regional Strategic Plan in order to ensure that the strategy remains strategically relevant and taking on board local authority Annual Updates (see para 4.4). The Plan should be updated where significant changes are identified and, together with confirmation that the annual review has taken place, submitted to Welsh Government for information.

4.3 Local Commissioning Plan

4.3.1 Local authorities will develop and provide the RCC with a Local Commissioning Plan (LCP) which outlines proposed grant spend and commissioning proposals. Local authorities may choose to produce either a three year or annual LCP depending on own internal planning processes and planning cycle.

4.3.2 As well as outlining commissioning and decommissioning intentions, the LCP will show the evidence used and how these conclusions have been reached.

4.4 Local Authority Annual Update

4.4.1 Local authorities will provide the RCC with an Annual Update; providing an overview of any fundamental issues or significant changes to the LCP, including details of any significant changes to commissioning levels of support. This should also include any remodelling required for the following financial year and how they link with the priorities in the Regional Strategic Plan.

4.4.2 The Annual Update will include an indicative Spend Plan and financial analysis which identifies financial commitments and an overview of how any future changes to budget levels will be managed.

4.4.3 There is no prescribed format for providing the Annual Update. It can be included as a chapter or annex to the LCP. Local authorities will utilise their own internal processes and reporting requirements to sign off the Annual Update before submitting it to the RDC and coordinating authority.

4.5 RCC Annual Review Report

4.5.1 RCCs are required to submit an Annual Review Report to the Supporting People National Advisory Board, which will advise the Cabinet Secretary on progress of each RCC during the previous financial year.

4.5.2 Table B provides an overview of the structure of the Annual Review Report.

Table B: Annual Review Report

	Section heading	Description – Up to 500 Words for each Section
1	Executive Summary	An overview of progress made during the previous reporting year to be written by the RCC Chair and Vice Chair once all other sections are completed.
2	Introduction	Insert a brief synopsis of last year.
3	Case Studies	X2 case studies which provide examples of significant work undertaken by the RCC since the last report was submitted which has improved service delivery, or the experience of people who received Supporting People services.
4	How people who access services are involved	How have people who access services been involved and shaped decisions? What changes have resulted from their involvement and how has this been fed back to them.
5	**Service Development** 500 words maximum on each of these sections. Please include any barriers/challenges you have encountered and how you have overcome them. 1. How have decisions been shaped by spend plan, needs analysis, outcomes and other sources of data? What changes have resulted? 2. What Regional and Sub regional (for RCCs with more than 2 local authorities) work is commissioned and how have services improved since the last Annual Review Report? 3. How can you demonstrate a more early intervention and preventative approach to homelessness is being delivered? How is this being addressed on a regional basis? 4. What links does the RCC have with Social Services and Health Services in the region? Have there been any joint service commissioning or pooled resources? If so, can you give details of the project(s)? 5. What links have been made with other regional strategic/planning groups and what joint commissioning work has been undertaken with other key partners/programmes?	
6	RCC Members Appraisal/Feedback	An overview of feedback/responses regarding RCC to be collated and drafted by the RDC: a. What's worked well during this reporting period? b. What needs to be progressed over the coming year? c. Any other comment?
7	Governance Housekeeping	a. Does the RCC have an up to date Memorandum of Understanding signed by all members? YES/NO b. Do all RCC members have an up to date Declaration of Interest form? YES/NO c. Has the RCC published its latest regional Spend Plan and Spend Plans for each local authority in the region? YES/NO d. Has the RCC published its latest Regional Strategic Plan? YES/NO e. Has the RCC published last years Annual Review Report? YES/NO f. Has the RCC published the minutes of its meetings? YES/NO

4.5.3 The Annual Review report will be collaboratively produced by all members of the RCC.

4.5.4 The RDC and the coordinating local authority will be responsible for:

- collating the information for the RCC Annual Review;

- ensuring the report is collaboratively produced; and

- submitting an Annual Review Report to the Welsh Government by 30 June each year.

4.6 A prudent and preventative approach

4.6.1 The commissioning of Supporting People services should be focused on prevention, but should also align to the basic principles described within the Prudent Healthcare approach.

- Achieve secure housing and well-being with the public, people who use Supporting People services and professionals as equal partners through co-production.

- Prioritise those at immediate risk of homelessness to make the most effective and proportionate use of all skills and resources.

- Ensure services deliver support as early as possible to prevent people reaching crisis; however recognising the impact of losing one's home.

- Develop and remodel services based on good evidence of best practice in a consistent manner.

4.6.2 To achieve this, consideration should be given to how services are modelled and delivered, and identify how services can evolve and adapt to the changing environment.

4.6.3 This section identifies the areas and considerations to be taken by commissioners and providers of services to find the efficiencies and ensure funding is targeted effectively.

4.7 Value for Money

4.7.1 It is necessary to pursue an approach that places the needs of people who require services at the heart of the process and enables them to achieve their outcomes. This must focus on the need to deliver services to as many people who need them as possible to achieve the maximum benefit from the Programme based on a thorough understanding of local needs which will allow a strategic approach balancing breadth of delivery with meeting the needs of those with most complex needs.

4.7.2 It is also crucial to recognise and value the staff who are delivering services within the Programme, often to people experiencing crises and a variety of complex needs. Commissioners and providers should ensure good quality, support, development and terms and conditions for those who are delivering services. The way support staff are valued inevitably impacts upon the quality of support offered.

4.7.3 It is necessary to seek to achieve funding solutions for services which ensure services are targeted at meeting the needs of people at risk of homelessness. This may include the alignment or integration of sectors, funding streams or portfolios, including (but not limited to) Supporting People, Housing, Health, Social Care, VAWDASV, and Tackling Poverty (where appropriate), with the aim of ensuring that the most efficient and effective service is being delivered. This may include jointly contracting and monitoring services.

4.7.4 RCCs and local authorities should recognise there may be legitimate reasons why costs exceed benchmarks in a small number of specialist services. A key component of the approach to be taken is that all stakeholders should have recourse to open discussion around these issues, in the context of discussions on value for money, where it is recognised that commissioners have the final decision.

4.7.5 Key principles to be considered are outlined under 4.6 '*A Prudent and Preventative Approach*'. Broader issues to take into account are:

• Ensure that the people who need services are at the heart of delivery and its focus is on what is of value to them.

• Value for money works both ways – providers need to be able to cover the actual costs of service provision. Commissioners must consider full cost recovery and providers should be transparent as to what these costs are and what other income they receive for the scheme.

• Housing-related support services must complement local authority housing advice services. Access to housing-related support services should be through supporting people support referral gateway or other mechanisms which are clearly accountable to the local authority.

• Exclusions and evictions from Supporting People settings should also be subject to accountability and monitoring by the local authority.

• Encourage innovation to develop more effective and efficient models.

• Where possible develop services that are coordinated to minimise duplication and deliver on shared policy objectives.

• Services should be accountable but stakeholders need to ensure reporting mechanisms are proportionate, taking into consideration contract value, levels of anticipated risk, and intensity of support provided.

• The implications of the Wales Procurement Policy Statement **www.gov.wales/docs/ prp/toolkit/june15walesprocurement policystatement2015v1.pdf** should be considered, with appropriate influence on how services are procured to deliver collective benefit to the community.

• The importance of valuing the workforce which delivers these services is crucial to ensuring the quality of service delivered through both financial and non-financial means. (Consideration should be given to the Code of Practice for Ethical Employment in Supply Chains **www.gov.wales/docs/dpsp/ publications/valuewales/170502- ethical-en.pdf** and the Community Benefits Guidance **www.gov.wales/docs/ dpsp/publications/valuewales/140904- community-benefit-report-en.pdf**).

4.8 Commissioning and coordinating services to link with wider agendas

4.8.1 To ensure funding is focused, there is a role for both RCCs and local authorities to ensure services are flexibly commissioned and coordinated to enhance and complement services which sit outside the Programme.

4.8.2 The following offers some examples of what RCCs and local authorities should consider when commissioning and coordinating services to ensure they are providing value for money.

Homelessness

- Supporting People Programme Grant (SPPG) funded services must work closely with Housing Options teams, using homelessness data to develop a focussed approach to preventing homelessness. (From 2018 teams must commission to reflect need identified in Homelessness Strategies).

- Can SPPG and Homelessness Grant funded services be delivered more collaboratively through merged or jointly commissioned/coordinated projects?

- Can services be delivered by alternative models, e.g. Housing First?

Social Services, Health & Well-being

- How do the SPPG funded services fit with the way local authorities and regions are modelling services to prevent people accessing more costly health and care options?

- Do SPPG services support the implementation of the Youth Homelessness Prevention Pathway?

- Are SPPG services accessible for those approaching Social Services, mental health, physical health and drug and alcohol services – and are the staff who are undertaking the initial assessments aware of the Supporting People services available?

- Are SPPG services available to all in the community, regardless of their tenure or lack of tenure?

- What are the opportunities for integrated commissioning between Supporting People, Social Care and Health?

- Is there a robust governance link between the RCC and the Social Services Regional Partnership Board?

Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV)

- Are SPPG funded services integrated with other VAWDASV services and VAWDASV strategy priorities e.g. perpetrator programmes?

- Are SPPG funded services working in partnership with local authority Housing Options teams to prevent homelessness and part of the wider model for early intervention and prevention of violence against women, domestic abuse and sexual violence wherever possible e.g. through target hardening?

- Are local authorities and RCCs adopting integrated commissioning principles with wider partners in line with the Welsh Government's VAWDASV Commissioning Guidance to achieve a joined-up and collaborative approach to commissioning effective and consistent services to support victims of VAWDASV?

Tackling Poverty

- What is the potential for jointly commissioning services in order to find efficiencies in both budgets (especially in relation to services such as family support)?

- How can SPPG funded services support people to link up to employability programmes as this is a true route to independence?

Probation and Youth Justice

- What housing and support services can be jointly commissioned with criminal justice agencies?

- How can those homeless people leaving prison, including young people in the criminal justice system, be supported to re-establish themselves in the community, reduce re-offending and reduce costs?

- How can services link more closely with Housing Options teams and help meet housing duties? Is there potential to jointly commission services with homelessness services?

Well-being of Future Generations

- How can SPPG services be designed and commissioned to improve the well-being of people?

- The Well-being of Future Generations (Wales) Act 2015 **www.gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en** provides the basis for driving a different kind of public service in Wales, with five ways of working (long-term, prevention, integration, collaboration, and involvement) to guide how public services should work to deliver for people.

- The Future Generations Framework for Service Design tool **www.gov.wales/docs/dpsp/publications/180119-future-generations-framework-service-designv2-en.pdf** describes what the five ways of working mean in practice for service design and can be used by those who design and oversee provision of services to prompt thought, have structured discussions, and make decisions, about new ways of working to ensure services are resilient and seeking to improve the well-being of people now and in the future.

4.8.3 These considerations are by no means exhaustive, but the Welsh Government will look for evidence of how each RCC is working in partnership to link funding streams and focus services.

4.9 Innovation in delivering housing support

4.9.1 There are good examples of RCCs and local authorities delivering new ways of providing support. This section considers some ways in which new ways of working may allow a more efficient use of ever reducing resources.

Reduce the need for Support Plans for very short term interventions

- The 'Support Plan' reflects the 'Care Plan' approach in Social Services, who are already looking at different ways of providing their services.

- Innovation in support delivery is crucial, but local authorities need to consider the relevance of the Support Plan or Personal Housing Plan for the service being delivered and its purpose.

- Commissioners, along with support providers, should look at different ways of providing services. For very short term interventions i.e. 2 weeks, is there always a need for a 'support plan' approach? Commissioners and support providers would still be required to capture outcomes data; a potential vehicle for this could be the Personal Housing Plan.

Locality based support

- If people are going to be effectively supported, but with fewer resources, these developments offer the opportunity to look at innovative practice and service delivery which focuses on what is of real value to the person being supported.

- There are some examples of emerging support services based in localities (regardless of tenure/'lead need'); support being offered when the person needs and wants it; utilising technology to reduce costs; support based on recognising the person's strengths.

- The amount of time being spent on travel has reduced, effectively freeing up time for direct support provision.

Support on demand

- There is evidence that 'support on demand' can be an effective and efficient approach in some instances. People can access support when they need it. This has the potential to eliminate waiting lists; ensuring support is accessed early enough and allowing support to be delivered on the terms of the person.

- This approach will not be effective for everyone and support needs to be delivered in a way that is appropriate for that person.

Static and floating support

- By pooling resources between static and floating support and allowing them to work in a more responsive way it has proved to reduce the costs of providing services, while continuing to support a similar number of people.

Developing regional services and consortia

- RCCs and local authorities should consider the opportunities of regional services. Is there potential for efficiencies in management and/or staffing if schemes are structured and modelled regionally?

- RCCs and local authorities need to consider the possible savings of providers working in different types of partnership. Would the development of consortia support a sustainable market of service providers able to respond to future commissioning needs? Is there scope locally or within the region for commissioners and providers to promote the development of consortia, potentially saving on management and 'back office' costs? (Commissioning timescales should reflect the additional time these arrangements take to form).

Ensuring Commissioners have an overview of support delivered

- There are a wide variety of support services delivered to a wide variety of people. RCCs and local authorities should consider the purpose of each service and what they want it to achieve. Those with the most complex needs might require higher levels of support and people from particular client groups might require more specialist services. When commissioning these services, achieving a particular number of people supported may not be the main aim; it is important that the support delivered achieves its purpose.

- Commissioners and RCCs should explore the communities within which support services are developed, map and tap into the strengths, opportunities and existing networks within these communities.

- In both cases RCCs and local authorities need to consider, and evidence where possible, the true value of services. There will be times when services are more costly, but could well provide greater value in relation to their preventative effect, further on down the line.

4.10 Commissioning and Procurement

Caveat

4.10.1 Local authority commissioners should work closely with their procurement department to draw on respective expertise in order to deliver the strategic commissioning objectives. However, commissioning is about strategic decision making, and procurement should be a tool of commissioning and not vice versa. Commissioners should decide the specification, contract variations, quality vs cost %, duration of contract, any extensions, and instruct procurement sections to undertake the procurement process.

4.10.2 This section provides an overview of the principles of good practice when commissioning services. The Value Wales procurement Route Planner **www.prp.gov.wales/?skip=1&lang=en** provides detailed guidance which is available for public bodies to use when procuring services.

4.10.3 This section is not intended to be a substitute for legal advice or to provide an exhaustive explanation of relevant legislation.

4.10.4 Good quality commissioning and procurement is key to the provision of quality services which meet the needs of people who use Supporting People services and provide the best value for public money. Local authorities will need to make judgements, based on local and regional homelessness, tackling poverty, social care, VAWDASV and community safety strategic objectives. Services must reflect the most appropriate approaches to market development and procurement in their local area, including different contract forms, grants or in-house provision. Contracts should have explicit and transparent funding arrangements including a shared understanding of funding contributions from rents, welfare payments, Social Care and Health as well as other Welsh Government programmes such as Families First or Community Safety programmes.

4.10.5 It is essential that service provision and service models evolve to reflect the Welsh legislative and policy agenda. The legislation listed at 1.6 highlight the role of prevention in meeting the needs of people within a constrained public funding environment. Commissioning arrangements must be flexible, focus on greatest value for people receiving services and a long term preventative agenda.

4.10.6 This section outlines the responsibilities of local government when procuring services and provides a high level perspective of the commissioning process for housing-related support services.

Commissioning

4.10.7 A collaborative approach, with the needs of the people who use Supporting People services at the centre of decision making, was identified by the Aylward Review as fundamental to good commissioning. This means:

- Collaboration across strategic themes covered in the local authority or region, including Single Integrated Plan, Health Social Care and Well-being Strategy, Community Safety Strategy and Homelessness Strategy.

- Collaboration between local authorities, the NHS, service providers and people who use Supporting People services. RCCs should develop formal links and reporting arrangements with Regional Partnership Boards. Local authority Supporting People Teams must develop mechanisms through which people who use Supporting People services can be involved in the developing, commissioning and reviewing of support services.

- Regional and local commissioning arrangements are expected to use local Homelessness Strategies as well as other data sources, such as population needs data, to consider whether there is an appropriate balance of preventative and reactive services in an area.

- Where low levels of need are identified local authorities should collaborate across boundaries to make the most effective use of resources, for example, services for young people with complex needs.

- Commissioning works best where there is a shared understanding of strategic priorities and a focus on prioritising the needs of the community, in addition to value for money. Local authorities and partners need to adopt a culture of continuous challenge to ensure services are procured and monitored to maximise the prevention of homelessness, including short and speedy interventions, where appropriate, to focus on specific problems, as well as building longer term resilience.

4.10.8 In the provision of public services, there are frequent opportunities to take advantage of ad hoc pots of money that have become available through one off funding initiatives or slippage from existing projects. With these opportunities in mind, it is essential that local authorities and RCCs maintain a register of services that may be commissioned or procured at short notice should funding become available. These may be new services requiring procurement or expansion of existing services. These plans may not have an established funding source and may not be fully mature, but they are available to be called upon if funding should become available at short notice.

The legislative framework for procurement

4.10.9 The procurement of social care and housing-related support services is governed by legislation that has been enacted in both Europe and the UK. The 'Fulfilled Lives Supportive Communities Commissioning Framework and Guidance 2010' www.gov.wales/topics/health/publications/socialcare/strategies/lives/?lang=en supported by the Value Wales Procurement Route Planner www.prp.gov.wales/?skip=1&lang=en provides guidance on procurement. This Guidance is not intended to be a substitute for legal advice or to provide an exhaustive explanation of relevant legislation, and local authorities should seek further advice as appropriate.

Competitive tendering and re-tendering

4.10.10 The Public Contracts Regulations (2015) (PCR15) www.legislation.gov.uk/uksi/2015/102/contents/made set out rules that govern procurement across the public sector in England and Wales. The PCR15 recognises the special characteristics of social services and related services, and the regulations reflect the importance of cultural context and sensitivity. There are specific rules for social, health and other services (Light Touch Regime) which if applicable, commissioning bodies may choose to make

use of in order to take advantage of the increased flexibility it provides. There are, however, a number of conditions that need to be met. Services caught by the light touch regime can be found listed in Schedule 3 of PCR15.

Flexibilities

4.10.11 PCR15 provide much greater flexibility for procuring services of this nature.

- Award criteria can now include crucial elements to support service delivery (not just price) such as:
  - quality, continuity, accessibility, affordability, availability and comprehensiveness of the services;
  - the specific needs of different categories of users, including disadvantaged and vulnerable groups; and
  - the involvement and empowerment of users; and innovation.

- Criteria can be designed to help authorities secure services according to local needs and ensure sustainability of service which is critical.
  - Contract performance conditions can include economic, innovation-related, environmental, social or employment-related considerations (Reg. 70).

- If using the light touch regime:
  - Wide discretion to organise the choice of the service providers in the way they consider most appropriate.
  - Contracts only covered by the rules if above 750k euros (£560,923).

4.11 Tendering and re-tendering

4.11.1 New services should be subject to normal procurement practice and regulation.

4.11.2 Existing services should be subject to a robust and regular strategic review every three years. It would not be anticipated that Supporting People services would be re-tendered on a routine basis. Re-tendering exercises will only take place following a strategic service review. Where a service contract is due to expire, and no strategic review has taken place in the previous twelve months, then local authorities should consider the opportunity to extend current arrangements until the review is complete and service re-tendered. This should allow the results of the review to be considered in developing the commissioning process.

4.11.3 This strategic review will have established whether a service is effective and meets local, regional and national policy objectives, is of low quality or did not reflect acceptable cost guidance and was not able to address identified shortcomings. In the first instance, remodelling should be considered as a mean of reconfiguring services.

4.11.4 A Supporting People Planning Group may come to the conclusion that a contract requires re-tendering because services in their current form are not fit for purpose. This decision should firstly go to the RCC for their review and advice. Within the tender arrangements there will be a need for a decision on the process for switching from an old to a new provider. Wherever there is a change of provider, arrangements must be in place to ensure both the providers and the local authority have a robust plan for transferring the service.

4.11.5 The procurement strategy should consider the need to ensure sector stability, the track record of providers in delivering quality services, and the extent to which established relationships between providers and service users contribute to the delivery of outcomes. Before deciding to re-tender a contract, Supporting People Planning Groups should consider the following key issues:

- The potential disruption that might be caused to people who use Supporting People services. Where complex services are being provided, it is reasonable for this to be reflected in the duration of a contract.

- The outcome of consultation with key stakeholders, including people who use Supporting People services and any implications of re-tendering a contract in relation to related agreements e.g. tenancy agreements.

- The cost and wider workforce implications of TUPE.

- The financial viability of the provider. A local authority should ensure that it liaises with those other local authorities in whose areas such providers are operating, so that they can identify any issues arising.

- Potential cost implications. Supporting People Planning Groups should balance the flexibilities afforded by regular re-tendering with the costs and administrative burdens associated with the process and the time needed for innovation and efficiency improvement under effective provider relationship development.

- Due weight should be placed on continuity of service provision, proven delivery and long-term provider commitment. This should be taken into consideration when evaluating the financial viability of instigating the re-procurement of a service.

4.12 Strategic Reviews

4.12.1 It is important that a transparent and consistent approach to assessing strategic relevance is followed.

4.12.2 A strategic review will take into account the following considerations:

a) The service must be:

- contributing to local, regional and national strategic objectives;

- meeting the requirements and objectives of the service specification; and

- achieving outcomes relevant to the Supporting People Programme.

b) The support needs of the client group must be eligible for Supporting People funding.

c) The service must provide housing-related support and demonstrate that the support provided is enabling and focussed on developing a person's independence and future resilience i.e. 'doing with' as distinct from 'doing for'.

d) Evidence of the demand for the service.

4.13 Decommissioning Supporting People services

4.13.1 RCCs and the local Supporting People Planning Groups will need to make difficult decisions in reconfiguring services to ensure they have the right balance of services to focus on homelessness prevention and address the changing funding environment. Strategic priorities along with efficiency savings will need to be considered and agreed to model for future reductions to the SPPG. Risk management strategies will need to be put in place to manage potential funding cuts along with comprehensive Equality Impact Assessments to manage the process and minimise the risk to those receiving services and to those delivering services.

4.13.2 Local authorities and RCCs need to make reductions strategically with all stakeholders including but not limited to: Housing, Probation, Health, Social Services, VAWDASV and service providers.

Reasons for decommissioning

4.13.3 The decommissioning of housing-related support services funded through the SPPG must be undertaken as a result of a clear and transparent process that is well managed to minimise risk and which takes in to account the views of stakeholders.

Decommissioning process

4.13.4 Where the Supporting People Team has concluded that a service funded through SPPG should be decommissioned, the Supporting People Team will make a recommendation to the Local Supporting People Planning Group and to the RCC.

4.13.5 The proposal to decommission a service should be submitted to the Local Supporting People Planning Group and the RCC to ensure that decisions to decommission receive fair consideration by the members.

4.13.6 Any proposal to decommission should be clearly evidenced. Decommissioning should only be approved following a strategic relevance assessment. An equalities impact assessment must be part of the decision making process to manage and minimise the risk to those receiving services. Where appropriate an exit strategy should be developed.

4.13.7 There may be circumstances where a provider decides to stop delivery of a service or is unable to continue to deliver the service. Within the context of the procurement rules, in this circumstance the Supporting People Team will ensure the continuity of service delivery whilst meeting all the requirements of the procurement guidance.

4.13.8 The final decision to decommission a Supporting People funded service lies with the local authority.

Working with support providers and stakeholders

4.13.9 The Supporting People Team should consider evidence from, and the views of, people who use Supporting People services.

Ending contracts

4.13.10 Once a decision to decommission has been approved, formal notice will follow contractual requirements. Where a support provider has given notice on a contract to the Supporting People Team this too will follow contractual requirements.

Informing people who use Supporting People services and stakeholders

4.13.11 Once the support provider has been given contract end notification, the Supporting People Team will work with the provider to notify people who use Supporting People services of the decision. This process must take account of the vulnerability and support needs of people who use Supporting People services which will inform a risk management plan.

Communication

4.13.12 The Supporting People Team should ensure that relevant stakeholders are involved as soon as strategic decisions have been made and are communicated with regularly and appropriately.

4.14 Charging for Supporting People services

4.14.1 Charging for Supporting People services is a decision for local authorities. The guidance below outlines which legislation local authorities might wish to use should they opt to charge for services. Local authorities should take into consideration the costs for collection against the income generated when charging for services. Local authorities must take their own legal advice in order to ensure that they are able to charge for Supporting People services.

4.14.2 Legislation

1. Housing Act 1985 – Section 11A (Provision of Welfare Services)

In summary, in relation to housing provided by the local authority, section 11A of the Housing Act 1985 provides that a local housing authority may provide welfare services for promoting the welfare of the persons for whom the accommodation is provided. The local authority may make reasonable charges for these welfare services. Welfare services do not include the repair, maintenance, supervision or management of houses or other property.

2. Local Government Act 2000 – Sections 2 (Promotion of well-being) and 3 (Limits on power to promote well-being) and section 93 of the Local Government Act 2003 (Power to charge for discretionary services)

Section 2 of the Local Government Act 2000 provides that every local authority in Wales are to have power to do anything which they consider is likely to achieve any one or more of the following objects – the promotion or improvement of the economic, social and environmental well-being of their area. Section 3 provides limits on a local authority on the power to promote well-being.

Statutory guidance has been issued by the Welsh Government recently on the exercise of these powers. (**www.wales.gov.uk/ topics/localgovernment/publications/ statutory-guidance-ese-la-act-2000/?lang=en**).

Section 93 of the Local Government Act 2003 provides that a relevant authority may charge a person for providing a service [to that person], if the authority is authorised, but not required, by an enactment to provide the service, and [the person] has agreed to its provision.

4.15 Financial management

4.15.1 This section provides detailed information on the roles of Supporting People teams, RCCs, providers and the Welsh Government in management of the SPPG. It is intended to assist in the efficient and sustainable delivery of high quality, housing-related services via the SPPG.

4.15.2 This section does not cover all eventualities, but is a summary of the key stages involved in the financial administration of the Programme.

Role of the Local Authority

4.15.3 Effective delivery and management of the Programme will be the responsibility of local authorities through:

- bringing forward realistic Supporting People services which help create independence and meet local as well as regional strategic needs and aims;

- ensuring quality services are being delivered, provide value for money, reasonable full cost recovery based on the Welsh Government Third Sector Scheme[3] and comply with grant guidance and terms and conditions;

- partnership with stakeholders developing robust local and regional strategies to identify needs and priorities;

- managing the commissioning and procurement of services in accordance with relevant legal requirements, the Authorities' Contract Procurement Rules and having regard to *the Commissioning and Procurement* section of this Guidance and any other relevant guidance;

- prioritising schemes on the basis of established and transparent criteria, including carrying out Equality Impact Assessments on all funding decisions;

- ensuring that there is a Local Commissioning Plan in place, detailing an overview of recommendations for commissioning, remodeling and decommissioning for the following financial year in line with the Regional Strategic Plans;

- providing an Annual Update with an overview of any fundamental issues or significant changes to the Local Commissioning Plan, including details of any significant changes to commissioning levels of support;

- selection of service providers for schemes based on transparent criteria and monitoring service delivery costs;

- management of the outturns for the Programme;

- completion of the Welsh Government Audit Certificate in accordance with the Grant Terms and Conditions for that financial year;

- submitting the Audit Certificate by 30 September each year, certifying the expenditure information has been appropriately validated;

- preparation of a Spend Plan for submission to the RCC;

- agreement of appropriate performance monitoring measures with the Welsh Government;

- ensuring that all documentation relating to the SPPG funded schemes is available for the Welsh Government if required;

- ensuring the Regional Spend Plan within the Regional Strategic Plan reflects levels of need within the local and regional area;

- ensuring outcomes data is collected and submitted to the Welsh Government in the prescribed format by 31 August and 28 February annually;

- using the outcomes data to inform commissioning decisions;

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[3] www.wcva.org.uk/media/818409/final_third_sector_scheme_2014.pdf

- submitting the Outcomes Audit Certificate by 31 July each year, certifying the outcomes information has been appropriately validated;

- ensuring providers have appropriate disclaimers in place to enable client information to be available for research and evaluation purposes;

- regularly reviewing and monitoring all housing related support contracts to ensure compliance with the SPPG terms and conditions, using a risk based approach. Reviewing should happen every three years and monitoring at least annually;

- local authorities are encouraged to develop an ongoing dialogue with service providers in relation to claw back and consider all factors that have led to any shortfall in service delivery and/or voids. This may well mean that the local authority agrees to waive claw back, where reasonable justification is given and accepted; and

- void claw back – management of voids is the responsibility of the local authority through contract monitoring and evaluation processes. Local authorities are empowered to claw back monies where voids have exceeded 10% if there is no reasonable explanation for the voids.

The role of the Coordinating Local Authority

4.15.4 Please refer to Chapter 3 '*Running the Programme*', section 3.4 for guidance.

The role of Regional Collaborative Committees

4.15.5 Please refer to Chapter 3 '*Running the Programme*', section 3.2 for guidance.

The role of the Provider

4.15.6 The Provider will:

- develop and deliver services which help create independence;

- where appropriate, sign post and link into other services, e.g. education, employment, volunteering and training opportunities;

- demonstrate financial competence and compliance with all relevant financial regulations and requirements;

- ensure quality services and value for money;

- provide information on costings and income for the project;

- work in partnership with the local authority and RCC;

- advise the local authority where void levels reach 10%;

- advise the local authority where surpluses are generated as a result of a failure to deliver the contracted level e.g. staff hours not delivered;

- address contract issues in the first instance to local authorities and then RCCs via the Regional Provider Forum; and

- advise local authorities where a gap in service has been identified and then RCCs via the Regional Provider Forum.

The role of the Welsh Government

4.15.7 The role of the Welsh Government includes:

- receiving plans submitted by local authorities and RCCs, for consideration;

- managing the escalation of issues that cannot be resolved by collaboration between the local and regional levels to the Cabinet Secretary, via the Supporting People National Advisory Board, for further examination;

- providing indicative budget allocations, subject to appropriate caveats;

- allocating SPPG resources to local authorities taking into account Regional Strategic Plans. The Welsh Government reserves the right to review allocations to individual local authorities;

- administering the payment of grant to local authorities;

- monitoring and evaluating the SPPG;

- reviewing the use of the grant usage by local authorities and providers on an ad-hoc basis; and

- carrying out sample checks on project applications and grant payments and where appropriate claw back grant if there is non-compliance with SPPG terms and conditions which cannot be remedied.

Supporting People Programme Grant budget allocations

4.15.8 The Welsh Government publishes its overall final budget in January of each year. This will include the amount of SPPG.

4.15.9 The Welsh Government will allocate the SPPG with reference to Regional Strategic Plans by spend category.

4.15.10 Letters notifying indicative SPPG allocations for the forthcoming financial year will be issued to local authorities each December.

4.15.11 Following the approval of the Welsh Government budgets in January/ February, each local authority will receive a SPPG offer letter in March of each year for commencement of the grant in April.

4.15.12 The offer will take the form of a Grant Award for the financial year which begins in the following April.

Supporting People Programme Grant Spend Plans, monitoring and grant process

4.15.13 The Spend Plan proforma specifies the local SPPG spending intentions for the year. Local authorities will submit their indicative Spend Plans with their Annual Updates for consideration by the RCC. Where any issues cannot be resolved by collaboration between the local and regional levels, they will be escalated to Cabinet Secretary, via the Supporting People National Advisory Board, for further examination.

4.15.14 It is recognised that programmes are fluid and will be subject to change. Local authorities should submit annual outturn statements (in April) against their Spend Plans to the RCC and Welsh Government. Where any issues cannot be resolved by collaboration between the local and regional levels, they will be escalated to Cabinet Secretary, via the Supporting People National Advisory Board, for further examination.

4.15.15 Any material changes to a service which represent a change of greater than 10% of the total for a spend category in the Spend Plan must be notified by the local authority to the RCC for consideration. If the RCC does not approve, they will provide advice to Welsh Government, who will consider for approval. This is a condition of the grant and failure to observe this will result in the local authority being in breach of the grant conditions.

4.15.16 It is accepted that in the case of services yet to be commissioned, the amounts of spend shown against individual spend category in the Regional Strategic Plan may be indicative only.

4.15.17 Local authorities will submit their final outturn expenditure statement by the end of April to the RCC for approval prior to submission to Welsh Government. Expenditure monitoring throughout the year will be an integral component of the local authority and RCC's programme management role.

4.15.18 Local authorities will be able to exercise the necessary programme management control through the selection of Supporting People services that balance regional and local priorities, needs and deliverability. Services need to be within the context of the agreed Spend Plan approved by Welsh Government – with local authorities having the ability to move funding between client groups at up to 10% of each client group budget.

4.15.19 Where there is a need to undertake virement of funding within region but across local authorities, then the proposal must be agreed by the local authorities. The RCC will submit their recommendations to the Welsh Government for consideration and approval.

4.16 Management charges

4.16.1 Management charges should be consistent with maintaining sustainable services. They should also be based on actual costs as far as can be reasonably ascertained and calculated. Management charges should not be greater than 10% of the grant to a provider. However, the cap should operate on the principle of 'comply or explain'. Where providers exceed the cap they will be required to provide full information breakdowns of relevant expenditure with associated explanations of why they amount to an overall level higher than the cap, and the actions they have taken to reduce expenditure.

4.16.2 Welsh Government commissioned research into management charges and a full copy of the report can be found at: www.gov.wales/docs/caecd/research/2015/151019-supporting-people-programme-managment-charges-en.pdf

4.16.3 In their budget and financial reporting all providers and local authorities should distinguish between:

• Front line delivery costs (mainly consisting of relevant salary costs but potentially involving other costs as well depending on the project).

• Overhead costs associated directly with delivery ('other running costs' including items such as printing, transport, travel and subsistence, training of front line staff, etc.).

• Indirect and central overhead costs (management charges).

4.16.4 Management charges usually cover the costs (or portion of the costs) associated with central operation/organisation of the Provider which are necessary for the provision of the service (corporate costs). These may include a fair proportion of:

• Central management and governance costs, including direct and indirect overhead such as training and support services.

• Back office support services such as Human Resources, Finance, Legal and Communications.

• Depending on the provider and project elements such as procurement, facilities, audit, IT, insurance, quality control and assurance, publicity and marketing, policy development and public affairs, health and safety and administration and records.

4.17 Compliance

4.17.1 Welsh Government will monitor local authority compliance via the grant terms and conditions and the Annual Audit Certificate. Local authorities should ensure they have the necessary checks and controls in place to ensure Provider compliance.

Chapter 5: Evidencing the Impact of the Programme

5.1 Research and Evaluation

5.1.1 Effective monitoring and evaluation is part of good programme design, commissioning and learning.

5.1.2 Ensuring effective evaluation and a robust outcomes system are essential parts of proving the impact of the Supporting People Programme, given that public finances continue to be under pressure.

5.1.3 The Supporting People National Advisory Board has delegated the research and evaluation framework to the Research and Evaluation Steering Group. All Supporting People stakeholders are expected to engage with any ongoing piece of research and evaluation work currently being undertaken.

5.2 Research and Evaluation Steering Group

5.2.1 The group will:

- assist in developing the aims and objectives of the research/evaluation(s);

- assist in developing robust and credible evaluation processes, by providing advice on the appropriateness of the suggested approaches from the perspective of the various organisations/sectors involved in the group;

- monitor the evaluation, from inception to completion, ensuring that milestones are met on time;

- raise the profile of the evaluation(s) and champion engagement in own organisation/sector;

- act as conduit between the Steering Group and the various related Supporting People groups (SPNAB, the Supporting People Information Network (SPIN), the Supporting People Outcome and Data Group (SPODG)); and

- agree key messages and how these can be regularly communicated to the wider Supporting People community.

5.2.2 All research will be discussed and taken forward as appropriate, subject to funding being made available.

5.3 Outcomes

5.3.1 The Supporting People Outcome Framework was implemented in March 2012. In May 2017 a consultation was undertaken on proposed further development of the Framework.

5.3.2 However, since the consultation ended in August 2017, circumstances have moved on, which has meant that we have postponed our plans to publish a revised outcomes framework for the Supporting People Programme.

5.3.3 As part of the work on Funding Flexibilities and potential development of a single Early Intervention, Prevention and Support Grant we are working with pathfinders to develop new approaches to grant arrangements, including development of a combined outcomes framework. It therefore now makes sense to feed the findings of this consultation into that work as a valuable resource in the development of the new framework. Therefore, subject to any decisions on grant integration, we will be taking on board the lessons/comments from the consultation in considering an appropriate outcomes framework for any new grants system.

5.3.4 The extant Outcomes Framework should continue to be used.

Annex A: Supporting People Programme – Schedule of Returns

	By Whom	Return/Report	Purpose	Reporting Requirements
1	Regional Collaborative Committees (RCCs)	3 year Regional Strategic Plan (RSP)	RCCs will develop a three year Regional Strategic Plan advising local authorities on effective regional and local collaborative delivery of the Programme to ensure the most efficient and effective service delivery. The Regional Strategic Plan will set out recommended priorities and the proposed balance of spending for the region in terms of the Regional Collaborative Committee's priorities. The detail within the Regional Strategic Plan will be informed by the local authority Local Commissioning Plans.	First 3 year plan submitted to Welsh Government in 2017. Next 3 year RSP due to be submitted in 2020.
2	Regional Collaborative Committees	Annual Update of the Regional Strategic Plan (RSP)	RCCs should agenda a review of their RSP at least once a year (suggest around December) in order to ensure that the strategy remains strategically relevant and taking on board local authorities' Annual Updates.	No formal report required to be submitted to the Welsh Government. RCCs to notify Welsh Government for information, confirming that they have reviewed their RSP and highlight where only significant changes have been made. By 30 January each year.
3	Regional Collaborative Committees	Regional Spend Plan	RCCs are required to have an annual Regional Spend Plan in place for their own planning and information purposes.	To be available if requested by the Welsh Government.

	By Whom	Return/Report	Purpose	Reporting Requirements
4	Regional Collaborative Committees	RCC Annual Review	The RCC Annual Review is a Health Check of the RCC. RCCs will submit an Annual Review Report to the Supporting People National Advisory Board (SPNAB), which will advise the Cabinet Secretary of progress of each RCC during the previous financial year. Will report on the progress and, crucially, the outcomes of the involvement of people who access Supporting People services.	Submit to the Welsh Government by 30 June each year for consideration by SPNAB.
5	Regional Development Co-ordinators (RDC) (Completed by the SP Lead in the Lead Authority)	RDC six monthly progress report	Progress update on delivery of the purpose of role as outlined in schedule 1 of the Grant T&C/Award Letter.	Submit to Welsh Government six monthly: (April-September) – by 30 October (October-March) – by 30 April.
6	Regional Development Co-ordinators	Quarterly claim		As per payment profile in Grant T&C.
7	Regional Development Co-ordinators	Annual Audit Certificate		Submit to Welsh Government by 30 September each year.
8	Local Authorities SP Lead	LA Annual Spend plan		An indicative spend plan should be submitted to the RCC by end of November/December each year. (Note 1: This date is advisory only – date to be agreed between the RCC and local authorities, which must allow time for the spend plan to be signed off in readiness for it to be submitted to the Welsh Government by the end of the 3rd week in January). Spend plan to be submitted to the Welsh Government by the end of the 3rd week in January.

	By Whom	Return/Report	Purpose	Reporting Requirements
9	Local Authorities SP Lead	Local Commissioning Plans	A plan produced by the local authority which outlines proposed grant spend and commissioning proposals for the next three years/or year ahead). The LA can choose to have a 3 year plan or an annual plan. As well as outlining commissioning and decommissioning intentions, the document will show the evidence used and how these conclusions have been reached.	Submitted to the RCC only by end of November/December each year. (See Note 1 above: This date is advisory only – to be agreed between the RCC and local authorities).
10	Local Authorities SP Lead	Local Authority Annual Update	Overview of any fundamental issues or significant changes to the LA Commissioning Plan including details of any significant change to commissioned level of support. The Annual Update will include an indicative Spend Plan and financial analysis which identifies financial commitments and an overview of how any future changes to budget levels will be managed. This can be included as annex to the Local Commissioning Plan.	Submitted to the RCC only by end November/December each year (see Note 1 above).
11	Local Authorities SP Lead	LA Annual Outturn	Annual outturn against spend plan for previous financial year.	Submit to the Welsh Government by 30 April each year.

	By Whom	Return/Report	Purpose	Reporting Requirements
12	Local Authorities SP Lead	LA Finance Audit certificate	Certifying the expenditure information has been appropriately validated.	Submit to Welsh Government by 30 September each year.
13	Local Authorities SP Lead	Outcomes data	Covers outcomes for period 1 (January to June) & period 2 (July to December).	Submit to the Welsh Government in the prescribed format by 31 August and 28 February annually.
14	Local Authorities SP Lead	LA Outcomes Audit Certificate	Certifying the outcomes information has been appropriately validated. Covers outcomes for period 1 (January to June) & period 2 (July to December).	Submit to Welsh Government by 31 July each year.