



supporting**people**

supporting independence

Plymouth Supporting People Annual Plan 2005-2006

Delivering and Developing the Supporting
People Programme



City of
Plymouth

Introduction:

The Annual Plan for 2005-2006 identifies our immediate priorities for development and change within the Plymouth Supporting People programme and the key steps to be taken to implement the 5 Year Plan.

It is written in the context that the local programme has recently seen a 5.04% reduction in the Supporting People programme grant for 2005/06 reducing our allocation from £8.6 million to £8.2 million. There is also still uncertainty about the budget for the next two years, and the likely effects of the distribution formula (which will change how future grant is allocated) are still unknown.

However, there is still a commitment to delivering, developing and improving the programme in order to ensure that Plymouth's vulnerable people receive the services they need.

Though overall strategic direction is detailed in the 5 year plan, the annual plan will be reviewed in light of ongoing needs analysis and grant allocation each year.

The vision for Plymouth:

The overall aim of the Supporting People programme in Plymouth is:

“To sustain, develop and improve good quality housing support services, which are guided by the needs of users, and assist people who are vulnerable or have a disability to live as independently as possible in their communities”.

To achieve this vision the Supporting People programme in Plymouth, in line with the South West's Supported Housing Strategic Review and Position Statement is committed to delivering the following outcomes:

- ◇ Maintaining quality of life, independence and inclusion.
- ◇ Preventing homelessness and events leading to homelessness.
- ◇ Rebuilding lives.
- ◇ Promoting and enabling opportunities for independent living.

Within a framework of:

Improving strategic relevance, quality, service delivery and value for money of all Supporting People services.

The financial context:

Overall grant is reduced

In December 2004, ODPM announced that Plymouth, in common with most other authorities, would receive a reduced grant allocation for 2005/2006.

Plymouth's grant was reduced by £437,632.85, which represented a cut of 5.04%. This reduced the allocation in 05/06 to £8,251,491.00. The level of efficiency savings required as a result is comparable with most other authorities in the South West.

Unspent grant allocation can be rolled forward

The announcement however also confirmed that Authorities were able to roll forward any unspent Supporting People grant from the 2004/05 financial years into 2005/06. Plymouth has a projected £517,473.00 under spend as a result of planned or 'pipeline' services not yet coming on line, and efficiency savings made through the review process. This will, in the short term, limit the impact of the 5.04% cut, in that across the board cuts to providers of Supporting People services will not be required. However, further efficiency savings will be required to balance the grant against expenditure in the longer term.

Inflationary payments to providers cannot be made:

However, the reduction in grant does mean that for the second successive year it will not be possible to pay an inflationary uplift to providers.

Expenditure this year

Current spending intentions reflect both the reduction in programme grant and current estimated funding shortfall, and it is anticipated that commissioning of new services during 2005/06 will be restricted to commitments made within the Shadow Strategy for pipeline services which are due to come on line during this financial year.

Expenditure and action plans are colour themed throughout for ease of reference, according to the following priorities agreed upon by the Commissioning Body for the 2005/2006:

KEY REINVESTMENT AND DEVELOPMENT PRIORITIES – by client group
LONGER TERM PRIORITIES – by client group
REVIEW AND RESEARCH PRIORITIES
NEEDED TO DELIVER THE PROGRAMME EFFECTIVELY

The following table identifies the projected spend and unit provision for 2005/06, and compares it with expenditure during the previous year. It will be seen that expenditure and unit provision in relation to homelessness has increased in line with current priorities, with other increases in unit provision being in relation to substance abusers and adults with a learning disability - the culmination of spending intentions made according to priorities contained within the Shadow Strategy.

Projected Spend in Supporting People for 2005/06

	2004-05			2005-06			
	Spend per annum £	% of total spend	No. of Units	Spend per annum £	% of total spend	% increase or decrease from previous year	
INCOME (overall)							
SP Grant	8,689,124			8,251,491		-5.04%	
c/fwd underspend 2004-2005	517,473			698,340		34.95%	
Other income	54,808			37,919		-30.81%	
Total income	9,261,405			8,987,750		-2.95%	
EXPENDITURE (by primary client group)							Projected number of units
Homelessness	1,543,377	18.02%	298	1,589,219	18.06%	2.97%	310
Domestic Violence	236,272	2.76%	75	244,879	2.78%	3.64%	75
Substance Misusers	155,347	1.81%	44	286,718	3.26%	84.57%	61
Ex-offenders	252,595	2.95%	33	252,595	2.87%	0.00%	33
Young People	961,413	11.23%	157	1,026,944	11.67%	6.82%	157
Teenage Parents	113,036	1.32%	13	113,036	1.28%	0.00%	13
Older People	1,065,592	12.44%	3674	1,096,153	12.46%	2.87%	3674
Physical Disability/Sensory Loss	251,178	2.93%	68	246,645	2.80%	-1.80%	68
Mental Health	992,554	11.59%	263	980,894	11.15%	-1.17%	263
Learning Disability	2,179,211	25.45%	171	2,210,433	25.13%	1.43%	183
Refugees	216,171	2.52%	49	178,489	2.03%	-17.43%	49
People with HIV/AIDS	18,767	0.22%	8	25,000	0.28%	33.21%	8
Rough Sleepers	152,942	1.79%	10	152,942	1.74%	0.00%	10
Travellers	0	0.00%	0	0	0.00%	0.00%	0
Generic services	424,610	4.96%	95	393,292	4.47%	-7.38%	95
Total	8,563,065	100.00%	4958	8,797,239	100.00%	2.73%	4999
Surplus for year (to be carried forward)	698,340			190,511			

Investment in new services – pipeline schemes:

Pipeline services due to come on line, and included in the above figures are:

PRIORITY GROUP	SERVICE DESCRIPTION	COSTS	NO. OF UNITS
HOMELESSNESS	Supported move on accommodation for single homeless.	£23,370	12
SUBSTANCE MIS-USERS	Self contained accommodation for post treatment clients in recovery.	£131,371	9
	Interim accommodation for people receiving treatment for substance misuse.		8
LEARNING DISABILITY	Self contained supported flats	£81,285	12

Though not all pipeline expenditure for this financial year falls within current agreed reinvestment priorities, they meet wider core City and Government objectives - which formed an important element of decisions taken about priorities within the draft strategy before a more in-depth needs analysis was undertaken. Current priorities are based on a thorough analysis of supply and unmet need – and it is clear that additional services for single homeless and substance misusers (a major issue for homeless people in Plymouth) are essential objectives in meeting current priority of preventing homelessness and events leading to homelessness.

Aside from this expenditure, our focus will be on:

- ✚ Remodelling existing services following reviews to meet needs identified.
- ✚ Achieving efficiency savings through completion of strategic reviews.
- ✚ Improving accessibility of services to minority and hard to reach groups.
- ✚ Working in partnership to improve access to tenancies/move on accommodation.
- ✚ Adopting the Value Improvements Project in relation to procurement and contracting.
- ✚ Accrediting providers.
- ✚ Issuing steady state contracts.
- ✚ Improving service delivery through focussing on outcomes.
- ✚ Contract monitoring.
- ✚ Ongoing needs assessment and work to improve data collection.
- ✚ Consulting with service users, provider services and strategic partners.

These aims, together with their contribution to the overall strategic direction, are detailed in relation to client groupings in the annual action plan that follows.

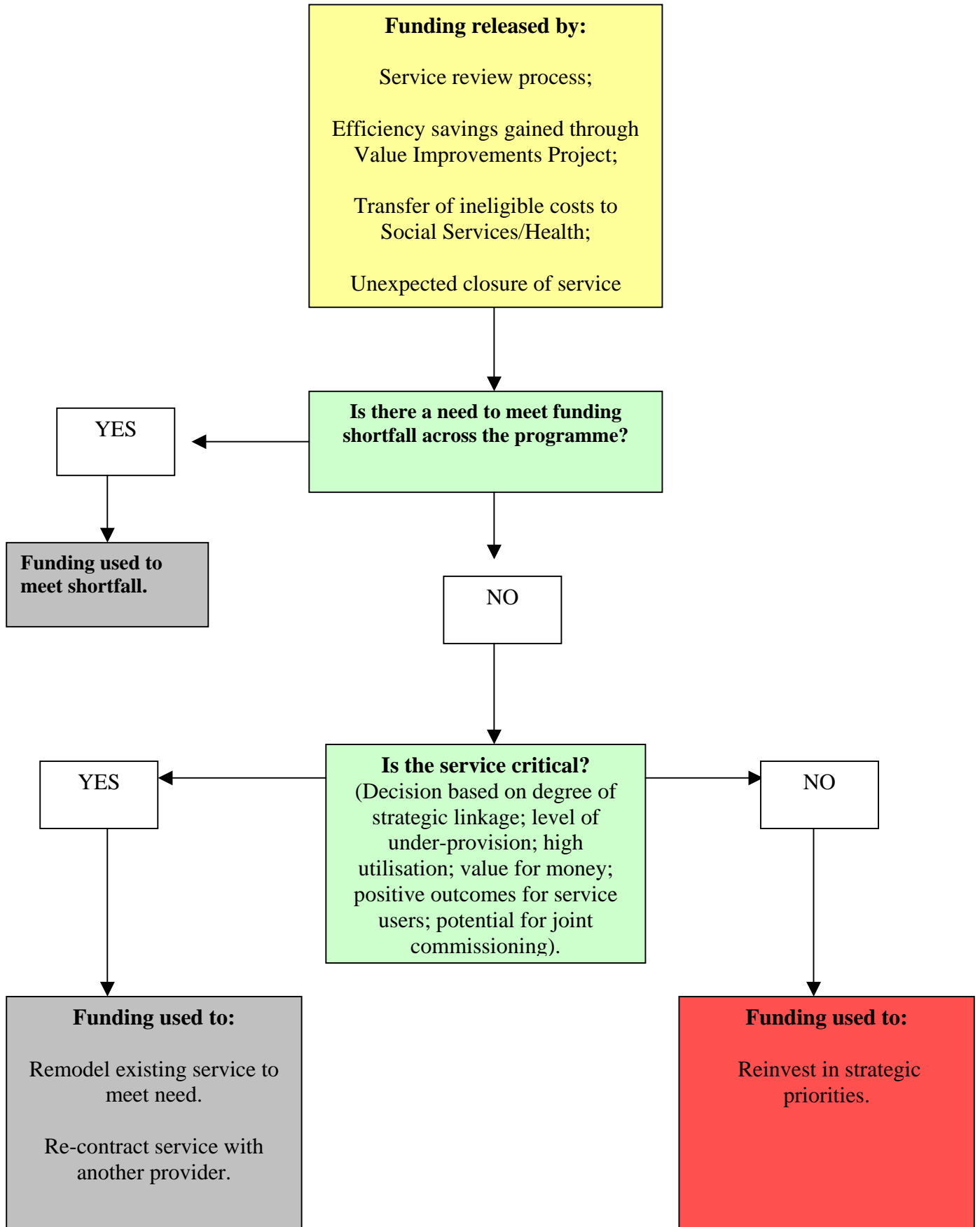
The expected availability of grant funding for new service priorities

The action plan is based on the premise that, as long as funding shortfall is not an issue across the programme, finance released by increased efficiencies in the programme/the review cycle/closure of services will be reinvested in the key reinvestment and development priority groups.

Priority groups were determined by, among other things, taking into account the existing balance of service provision. However, Plymouth remains committed to maintaining a balanced supply, and will

make an exception where service provision is deemed ‘critical’. Plymouth’s ‘Value Improvements Project’ is currently piloting a series of standard measures to decide whether or not a service is critical including: demand for service established under-provision within needs analysis; high utilisation levels of service, positive outcomes of service in terms of successful move on (with consequent prevention of hospitalisation/reducing re-offending/reduced reliance on social care etc.), good value for money and good potential to jointly commission services with key partner organisations. The following diagram illustrates the process that will be followed:

Chart to illustrate decision-making processes re. expenditure of grant funding.



In addition, where reinvestment in service priorities is being considered, the sector in question will need to demonstrate that it has met key targets, in answering key questions as set out below:

1. Is the capacity within this sector working to maximum efficiency.
2. Is there room within this sector to develop further capacity from existing units?
3. Are services linked together within this sector and working in the most effective way?
4. Has the procurement of non-Supporting People related services within this sector both statutory and non-statutory been fully developed?
5. Has the need been identified and matched against existing Supporting People services.
6. Have priorities within this sector been identified and ordered in a hierarchy that reflects strategic relevance.
7. Has the potential for joint funding with other commissioning services been explored?
8. Can the sector show value for money?

Changes arising from the review process:

Many of these questions will be answered through the review process. By the end of November 2004, 48 reviews of Supporting People services had been completed and the conclusions reported to the Commissioning Body, and a further 34 were in progress.

Of the completed reviews, 16 services are now working towards implementing action plans, 3 services are being remodelled and 3 services have been or are going to be decommissioned. A further 5 services are due to lose Supporting People funding, as they are SHMG legacy funded residential care homes and therefore not eligible for continued Supporting People grant.

Strategic priorities for service development:

In considering the strategic direction of the programme, the Commissioning Body considered the need to provide services for client groups where high levels of need were found against a backdrop of under-provision. In addition broad consultation with service users, providers, and key stakeholders identified priority areas of service provision based on: success in achieving outcomes, and services which would effectively underpin and contribute to broader city strategic aims.

The Commissioning Body considered that homelessness and domestic violence were the issues that would most beneficially be developed during the next 1-2 years (High Priority). The needs of the remaining groups were considered less strategically relevant in the short term (longer term priority) or needing more in-depth research or review of the sector before a decision can be made (review/research priorities). The outcomes of further research will enable informed decisions as to future priorities through the annual planning process.

Action Plans:

The following action plan outlines steps to be taken during the initial year of the 5 year strategy, working towards achieving the broader aims and objectives of the programme in terms of preventing homelessness, empowering people to rebuild their lives following institutionalisation etc., opportunities for independent living and social inclusion. Several actions also seek to bring about improvements to the programme as a whole in terms of strategic relevance, quality, service delivery and value for money of all Supporting People services.

Priority Client Group	Actions Associated	Overall Aims – rationale	Measurable Outcome	Time Scale	Lead Officer
KEY IMMEDIATE REINVESTMENT & DEVELOPMENT PRIORITIES – by client group					
1. HOMELESSNESS	Develop cross tenure floating support for people at risk of becoming homeless.	Homelessness prevention/tenancy sustainment.	1. Review of current SP services carried out - remodelled to develop this support; 2. Increased number of people who are able to access support to sustain tenancies;	12-18 months	Peter White
	Develop private rented sector's ability to offer options with regard to accommodating vulnerable people.	Homelessness prevention/tenancy sustainment.	1. Consult with private landlords and private rented sector forum; 2. To achieve increase in numbers of vulnerable people who are able to access private rented accommodation.	12-18 months	Peter White
	Increase availability of supported move on for single homelessness.	Homelessness prevention/building skills.	1. Opening of additional 12 units at Zion House – provide revenue funding for service.	6 months	Peter White
	Increase capacity in existing accommodation based services across homelessness sector.	Homelessness prevention/building skills	1. Review existing services. 2. Increased utilisation levels and throughput from services.	6-12 months	Peter White
2. DOMESTIC VIOLENCE	Secure funding to continue the floating support contract for women experiencing domestic violence.	Homelessness prevention – tenancy sustainment.	1. Identify funding from efficiency savings elsewhere in the programme through reviews. 2. Continued access to floating support by survivors.	6-12 months	Claire Hodgkins
	Facilitate development of additional accommodation based support.	Rebuilding lives – prevention of repeat homelessness.	1. Development plan produced with domestic violence network/multi agency involvement	12-18 months	Claire Hodgkins
	Contribute to research and development of services in the City for people experiencing domestic violence.	Rebuilding lives – tenancy sustainment and independent living.	1. Partnership work with DV Network. 2. Joint research and needs mapping re. need for housing related support.	Up to 6 months	Claire Hodgkins

LONGER TERM PRIORITIES – by client group

3. SUBSTANCE MISUSERS	Increase accommodation based support for people receiving community treatment and post treatment clients in recovery.	Rebuilding lives/building skills to sustain tenancies.	1. Opening of Pipeline Services; 2. Increased numbers of people able to access accommodation based support.	Up to 6 months	Peter White
	Remodel existing services in sector to expand existing accommodation based services and develop floating support to work alongside them.	Rebuilding lives/building skills to sustain tenancies.	1. Reviews completed. 2. Remodelling of existing services within the sector. 3. Increased numbers of people able to access support.	Up to 6 months	Peter White
4. EX-OFFENDERS	Complete needs analysis to evidence need for floating support service that targets offenders/ex-offenders/prolific offenders.	Rebuilding lives – sustain tenancies/independent living.	1. Partnership work with Homelessness Strategy Implementation Group/Probation 2. Collate evidence to contribute to 2006/2007 needs analysis.	6-12 months	Peter White
	Investigate opportunities for joint commissioning of new housing related support services across Plymouth and the South West for ex-offenders.	Rebuilding lives – sustain tenancies/independent living.	1. Identify sources of capital funding from Govt./Europe; 2. Joint commissioning agreement between South West agencies.	6-12 months	Peter White
5. YOUNG PEOPLE	Determine housing related support needs of young people leaving care, and the needs of 16/17 year olds.	Quality, value for money, consultation and meeting need.	1. Research available to contribute to annual update of needs assessment; 2. Opportunities for joint commissioning explored with strategic partners.	6-12 months	Rachel Cruise
	Secure longer term funding for short term financed floating support services for young people.	Homelessness prevention	1. Work with partners to identify available sources of funding and give support to apply for it.	Up to 6 months	Rachel Cruise
6. TEENAGE PARENTS	Investigate the provision of accommodation based and floating support to teenage parents.	Homelessness prevention – build skills needed to sustain tenancies.	1. Full sectoral review of Teenage Parent/Young People services; 2. Carry out research regarding needs; 3. Identify joint funding opportunities.	6-12 months	Rachel Cruise

6. OLDER PEOPLE WITH SUPPORT NEEDS	Research need for a 'floating response unit' that can respond to alarm call outs.	Maintaining quality of life, independence and inclusion	1. Research to contribute to annual needs analysis update. 2. Joint commissioning of service with Strategic partners, and funding opportunities through ICES explored.	6 months	Debbie Butcher/ Jane Cox
	Develop a housing advocacy service for older people with support needs.	Maintaining quality of life, independence and inclusion	1. Review use of existing finances within sector. 2. Increased access to housing advocacy service for older people.	6 months	Debbie Butcher/ Jane Cox
	Explore potential to increase floating support for older people with housing support needs.	Maintaining quality of life, independence and inclusion	1. Review of existing services. 2. Joint commissioning potential explored.	6 months	Debbie Butcher/ Jane Cox
	Develop Care and Repair and 'Staying Put' services.	Maintaining quality of life, independence and inclusion	1. Review of organisational management framework supported; 2. Potential to joint commission with strategic partners explored; 3. Means of expansion explored.	6-12 months	Debbie Butcher
	Increase extra care provision for older people.	Maintaining quality of life, independence and inclusion	1. Seek funding opportunities through the DoH bidding process; maximise use of housing corporation grant and seek shared ownership provision; carry out strategic review of sheltered housing and need for extra care schemes. 2. Opening of extra care schemes at St. Barnabus (32 units) for people with dementia.	6-12 months	Debbie Butcher
	Facilitate the provision of 'step down' supported accommodation 40/50+years who are being discharged from hospital and are awaiting adaptations/allocation of suitable property – and for those inappropriately housed/placed in residential care.	Maintaining quality of life, independence and inclusion – to improve and extend support to enable people to remain in their own homes.	1. Older people able to access service to develop skills to remain independent/sustain tenancies. 2. Hospital discharge delay prevention. 3. Homelessness prevented.	6-12 months	Debbie Butcher

Older people with support needs (cont.)	Establish need for housing related support for older people – particularly in City Centre, Plympton and Plymstock where dense population of 65+ years old have few support services.	Quality, value for money, consultation and meeting need.	<ol style="list-style-type: none">1. Research carried out to contribute to annual needs analysis update.2. Plan to identify need developed in collaboration with Housing Strategy/Primary Care Trust/ Social Services.	6-12 months	Jane Cox
--	--	--	---	-------------	----------

REVIEW AND RESEARCH PRIORITIES

7. PEOPLE WITH PHYSICAL DISABILITY/SENSORY LOSS	Undertake comprehensive analysis of the housing/support needs of people with a physical disability, sensory impairment, or acquired brain injury.	Quality, value for money, consultation and meeting need.	1. Research plan to identify needs carried out in collaboration with PCT, Social Services, Housing Services.	12-18 months	Claire Hodgkins
	Promote the development of accessible properties across the City, with particular emphasis on lifetime home standards.	Maintaining quality of life, independence and inclusion – accessible accommodation to enable independence.	1. Joint work with Housing Department, and Housing Occupational Therapist. 2. Increase in accessible properties which meet lifetime home standards.	12-18 months	Claire Hodgkins
8. PEOPLE WITH MENTAL ILL HEALTH	Establish housing and support needs of clients with mental health issues in Plymouth.	Quality, value for money, consultation and meeting need.	1. Research plan to identify needs carried out in collaboration with PCT, Social Services, Housing Services, service users and carer organisations.	6-12 months	Rachel Cruise
	Secure long term funding for short term financed floating support services for people with mental health problems.	Homelessness prevention.	1. Identify available sources of funding and give support to providers to apply for it.	Up to 6 months	Rachel Cruise
9. PEOPLE WITH DIFFERENT ABILITIES	Increase supported accommodation opportunities for adults with learning disability to enable them to develop the skills to live more independently.	Maintaining quality of life, independence and inclusion – to improve and extend support to enable people to remain in their own homes.	1. Development of pipeline services for people with different abilities - provision of 12 units of supported accommodation at Mayflower/Cornerstone. 2. Increased numbers of people able to access supported housing.	6 months	Claire Hodgkins
	Investigate provision of extra care housing for people with different abilities/learning disability.	Maintaining quality of life, independence and inclusion – to improve and extend support to enable people to remain in their own homes.	1. Partnership work with strategic partners to investigate local needs. 2. Needs analysis to contribute to annual planning.	6-12 months	Claire Hodgkins/ Debbie Butcher

People with different abilities (Cont.)	Undertake comprehensive analysis of the housing/support needs of people with different abilities – particularly young people aged 14 – 18, and those currently living at home with older carers, both known and not known to LDP.	Quality, value for money, consultation and meeting need.	1. Partnership work within Learning Disability Partnership – with strategic partners in Child Care Services, Education, to commission research.	6-12 months	Claire Hodgkins
10. REFUGEES	Contribute to the development of stable and secure housing for refugees as they leave NASS accommodation.	Homelessness prevention/ access and inclusivity to services	1. Established liaison with lead agencies responsible for planning housing of refugees.	Up to 6 months	Jane Cox
	Research and monitor the effectiveness of housing related support for refugees.	Quality, value for money, consultation and meeting need.	1. Develop a monitoring and evaluation plan in co-operation with all relevant agencies.	6-12 months	Jane Cox
	Undertake comprehensive needs analysis in partnership with Social Services and PCT.	Quality, value for money, consultation and meeting need.	1. Develop information sharing agreement with relevant agencies and secure access to needs information.	12 months	Jane Cox
11. PEOPLE WITH HIV/AIDS	Investigate the extent to which specialised housing related support for people with HIV/AIDS will continue to be required in the city – with particular reference to specialist support for refugees`.	Quality, value for money, consultation and meeting need.	1. Develop a research plan in co-operation with all relevant agencies.	6 months	Jane Cox
12. ROUGH SLEEPERS	Research and monitor the effectiveness of housing related support for rough sleepers.	Quality, value for money, consultation and meeting need.	1. Review existing provision. 2. Research needs in partnership work with Rough Sleepers Co-ordinator to contribute to annual needs analysis.	12 months	Peter White
13. GYPSIES & TRAVELLERS	Undertake comprehensive needs analysis in partnership with Social Inclusion Unit, Housing Services, Social Services, and PCT.	Quality, value for money, consultation and meeting need.	1. Research plan developed in co-operation with strategic partners. 2. Needs analysis information to contribute to annual review.	12 months	Peter White

14. GENERIC – across all client groups.	Work with partners to increase the availability, range and suitability of move on accommodation for all client groups.	Rebuilding lives – increase availability of supported housing.	1. Joint work with Housing, RSL's and SP to resolve issues/ blockages. 2. Increased access to appropriate move on accommodation by vulnerable people.	6-12 months	Craig McArdle
	Investigate the need for provision of sheltered accommodation for vulnerable adults 40+	Maintaining quality of life, independence and inclusion – to improve and extend support to enable people to remain in their own homes.	Carry out review of sheltered housing, research need for provision.	6-12 months	Debbie Butcher

DELIVERING THE PROGRAMME

15. EQUALITY AND DIVERSITY	Make the programme and service more accessible and inclusive.	Maintain quality of life, independence and inclusion: Promote fair access, diversity and inclusion.	1. Specifically address diversity issues through reviews. 2. Service level agreements/ tendering and procurement processes take account of diversity issues.	6-12 months	Jane Cox
	Ensure wider knowledge of Supporting People services and how to access them.	Maintain quality of life, independence and inclusion: promote fair access.	Production and Distribution of Service Directory.	6 months	Claire Hodgkins
	Encourage 'across sector' training in equality and diversity.	Maintain quality of life, independence and inclusion: Promote fair access, diversity and inclusion.	Training needs analysis carried out with multi-agency backing.	6-12 months	Jane Cox
	Provide vehicle for sharing good practice for diversity and equal opportunities amongst providers and stakeholders.	Maintain quality of life, independence and inclusion: Promote fair access, diversity and inclusion.	Table regular agenda item re. Social inclusion on a range of consultative/planning groups.	6 months	Jane Cox
	Develop providers' knowledge and awareness of diversity issues.	Maintain quality of life, independence and inclusion: Promote fair access, diversity and inclusion.	Regular item in SP Newsletter established.	6 months	Jane Cox

Equality and Diversity (cont.)	Research needs and issues re. Discrimination or restricted access to services.	Maintain quality of life, independence and inclusion: Promote fair access, diversity and inclusion.	1. Research plan developed. 2. Research commissioned/carried out.	6 months	Jane Cox
	Emphasise the importance of social inclusion, equality and diversity in the QAF, review and tendering, and procurement processes.	Quality, value for money, consultation and meeting need – develop effective procurement and contracting arrangements.	Agree method with VIP project officer; examination of review process in line with agreement.	6-12 months	Jane Cox
	Implement consultation strategy.	Quality, value for money, consultation and meeting need.	Establish regular and improved consultation with service users and providers.	6 months	Rachel Cruise
16. CONSULTATION & PARTNERSHIP WORK.	Develop methods of information sharing with partnership agencies.	Quality, value for money, consultation and meeting need.	Development of information sharing protocols that promote good practice, with multi-agency support.	12-18 months	Craig McArdle/ Diane Charlton
	Agree broad support for effective method of assessing, recording and monitoring need.	Quality, value for money, consultation and meeting need.	Multi-agency monitoring tool to be developed, considered and piloted, organisations work in partnership to identify need for housing related support.	6-12 months	Peter White/ Diane Charlton

Consultation and Partnership Work (cont.)	Update needs information to inform 2006/07 Annual Plan	Quality, value for money, consultation and meeting need.	Identify areas where research needs to be undertaken; undertake or commission research; engage with partnership agencies to provide information about needs.	12 months	Diane Charlton/team members
	Review procurement and contracting arrangements.	Quality, value for money, consultation and meeting need.	Deliver on VIP project Plan – establish new procurement and contracting arrangements and explore opportunities for joint commissioning.	6-12 months	Sandra Pratt
17. CONTRACTING AND PROCUREMENT	Review all legacy funded provision.	Quality, value for money, consultation and meeting need.	1. Complete reviews in line with review timetable – agreeing and monitoring action plans; 2. Negotiate the transfer of SP funding paying for health and social care to more appropriate budgets.	6-12 months	Alan Hockings
	Review procurement and contracting arrangements.	Quality, value for money, consultation and meeting need.	1. Full review of arrangements carried out.	Up to 18 months	Sandra Pratt
	Achieve improved value for money within the programme.	Quality, value for money, consultation and meeting need.	Participation in SW regional benchmarking project; deliver VIP project.	6-12 months	Sandra Pratt
	Explore joint commissioning opportunities in relation to all service provision.	Quality, value for money, consultation and meeting need.	Meetings taken place with key commissioning partners and proposals developed.	Up to 18 months	Sandra Pratt
	Develop risk management system.	Quality, value for money, consultation and meeting need.	Risk analysis, control and monitoring systems revised and implemented.	6-12 months	Craig McArdle
	Assess impact of closure of short term services across client groups.	Quality, value for money, consultation and meeting need.	Develop and apply closure plans as appropriate.	Up to 18 months	Craig McArdle