



SUPPORTING PEOPLE ADVISORY PANEL

**WEDNESDAY 4 JUNE 2008
10.00 AM**

PANEL AGENDA (ADVISORY)

**COMMITTEE ROOM 5,
HARROW CIVIC CENTRE**

MEMBERSHIP (Quorum 3)

Chairman: Councillor Eric Silver

Councillors:

**Jean Lammiman
Barry Macleod-Cullinane**

**Mrs Margaret Davine
David Gawn**

Reserve Members:

1. Mrs Myra Michael
2. Jeremy Zeid
3. Mrs Vina Mithani

1. Krishna James
2. Nizam Ismail
3. -

**Issued by the Democratic Services Section,
Legal and Governance Services Department**

**Contact: Lysandra Dwyer, Democratic Services Officer
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***NOTE FOR THOSE ATTENDING THE MEETING:
IF YOU WISH TO DISPOSE OF THIS AGENDA, PLEASE LEAVE IT BEHIND AFTER THE MEETING.
IT WILL BE COLLECTED FOR RECYCLING.***

HARROW COUNCIL

SUPPORTING PEOPLE ADVISORY PANEL

WEDNESDAY 4 JUNE 2008

AGENDA - PART I

1. **Appointment of Chairman:**

To note the appointment at the meeting of Cabinet on 15 May 2008 of Councillor Eric Silver as Chairman of the Supporting Panel Advisory Panel for the Municipal Year 2008/09

2. **Attendance by Reserve Members:**

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

3. **Appointment of Vice Chairman:**

To appoint a Vice Chairman for the Supporting People Advisory Panel for the Municipal Year 2008/09

4. **Declarations of Interest:**

To receive declarations of personal or prejudicial interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee, Sub Committee, Panel or Forum;
- (b) all other Members present in any part of the room or chamber.

5. **Arrangement of Agenda:**

To consider whether any of the items listed on the agenda should be considered with the press and public excluded on the grounds that it is thought likely, in view of the nature of the business to be transacted, that there would be disclosure of confidential information in breach of an obligation of confidence or of exempt information as defined in Part 1 of Schedule 12A to the Local Government Act 1972.

Enc 6. **Minutes:** (Pages 1 - 4)

That the minutes of the meeting held on 6 March 2008 be taken as read and signed as a correct record.

7. **Public Questions:**
To receive questions (if any) from local residents or organisations under the provisions of Advisory Panel and Consultative Forum Procedure Rule 16 (Part 4E of the Constitution).
8. **Petitions:**
To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).
9. **Deputations:**
To receive deputations (if any) under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).
- Enc 10. **The Supporting People Programme Update:** (Pages 5 - 52)
Information report of the Corporate Director for Adults and Housing.
11. **Date of next meeting:**
To agree the date of the next meeting

AGENDA - PART II - NIL

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SUPPORTING PEOPLE ADVISORY PANEL

6 MARCH 2008

Chairman: * Councillor Eric Silver

Councillors: * Mrs Margaret Davine
* Nizam Ismail (1)

* Mrs Myra Michael
* Narinder Singh Mudhar

* Denotes Member present
(1) Denotes category of Reserve Member

PART I - RECOMMENDATIONS - NIL

PART II - MINUTES

65. **Attendance by Reserve Members:**

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Reserve Member

Councillor David Gawn

Councillor Nizam Ismail.

66. **Declarations of Interest:**

RESOLVED: To note that there were no declarations of interests made by Members in relation to the business transacted at this meeting.

67. **Arrangement of Agenda:**

RESOLVED: That all items be considered with the press and public present.

68. **Minutes:**

RESOLVED: That (1) the minutes of the meeting held on 12 December 2007 be taken as read and agreed as a correct record;

(2) the Chairman be authorised to sign them when the Bound Minute Volume was available.

69. **Public Questions:**

RESOLVED: To note that no public questions were received at this meeting under the provisions of Advisory Panel and Consultative Forum Procedure Rule 16 (Part 4E of the Constitution).

70. **Petitions:**

RESOLVED: To note that no petitions were received at this meeting under the provisions of the Advisory Panel and Consultative Forum Procedure Rule 14 (Part 4E of the Constitution).

71. **Deputations:**

RESOLVED: To note that no deputations were received at this meeting under the provisions of Advisory Panel and Consultative Forum Procedure Rule 15 (Part 4E of the Constitution).

72. **The Supporting People Programme Update:**

The Panel received a report of the Interim Corporate Director, Adults and Housing, updating Members on key developments and progress on key priorities in the Supporting People (SP) Programme since the previous meeting of the Panel in December 2007.

An officer from the Adults and Housing Directorate briefed Members on developments on matters raised at the previous meeting, as set out in the report. These included the issue of Disabled Facilities Grants (DFGs), on which an officer from the Harrow Adapt & Repair Team (HART) briefed Members on the information set out in Appendix 2 to the report, and answered Members' questions. The officer from HART informed the Panel that DFGs were mandatory grants to provide adaptations to enable disabled

people to remain in their own home, retaining or regaining independence. The maximum grant payable was currently £25,000, soon to be raised to £30,000. It was noted that Government subsidised 60% of all DFG expenditure up to a maximum, the current allocation being £838,000 (including a subsidy of £502,800). Discretionary DFGs were available for adaptations costing more than £25,000 as set out in the Council's Private Sector Housing Renewal Grant Policy. These were funded without subsidy from the Council's budget. The current year's mandatory allocation had been spent, but a carry-forward from the previous year meant that there was likely to be a balance of £50,000 at the end of the year.

The officer from HART described the process of dealing with grant applications and said, in answer to a question from a Member, that the average time between initial enquiry and the start of works was currently 44 weeks. The officer added that not all of this was within the Council's control and there were stages in the process when it was up to clients to progress matters. Members expressed the view that the process would be quicker if it were dealt with in one area of the Council, rather than several areas. Both officers reported that the number of departments involved had been reduced and they agreed to keep the Panel informed of progress. The officer from HART reported that the average grant paid in 2006/2007 was £13,711, with a total of around 50 grants issued. He then briefed Members on forthcoming changes to the DFG in line with the Government's *Lifetime Homes, Lifetime Neighbourhoods* housing strategy, including:

- increasing the maximum grant payable to £30,000;
- simplifying the means test.

Members noted that, although the maximum grant would be increased to £30,000, the Government allocation would not go up, and this could place more pressure on the Council's budget. In 2009/2010 the DFG allocation would no longer be ring-fenced so that, for example, the money could be used to pay someone a grant to move to an adapted property. The Council will also be allowed to impose some pay-back terms in cases where facilities paid for by DFGs had increased the value of a property.

The Chairman thanked the officer from HART for briefing Members and answering their questions on this issue.

The officer from the Adults and Housing Directorate briefed Members on the contents of the report, including:

- the Supporting People (SP) three-year funding announcement – a 7% increase over the next three years;
- progress towards carrying out the action plan;
- an update from the 12 January 2008 meeting of the Commissioning Body (CB), including the agreed strategy for using unallocated short-term SP funding now available as a result of prudent management, responsible commissioning, efficiencies and value for money savings. Members welcomed the CB's recommendations;
- the scoping of options for an SP strategy in the context of the forthcoming alignment of SP with the Local Area Agreement (LAA) from April 2009. The officer agreed to circulate more information on the report commissioned on this;
- performance in relation to key performance indicators;
- the programme of contract monitoring, a full evaluation report on which would be submitted to the next Panel meeting.

The officer also agreed to supply the following information:

- how older people could get help with clearing lofts prior to the installation of insulation;
- a "defence" document, showing where SP could make a contribution within the LAA;
- whether, as one of the 12 funding streams in the LAA, SP was ring-fenced;

- the likelihood of improvements to the communications strategy and the possibility of a single point of referral for SP;
- indicators on the target list referred to in the action plan;
- the Memorandum of Understanding agreed by the CB;
- further information on the report scoping options from April 2009.

The Chair thanked the officer from the Adults and Housing Directorate for a very clear presentation and informative answers to Members' questions.

RESOLVED: That the report and the comments above be noted.

73. **Date of Next Meeting:**

RESOLVED: That Democratic Services liaise with Members for a date in June 2008.

(Note: The meeting having commenced at 10.05 am, closed at 11.50 am)

(Signed) COUNCILLOR ERIC SILVER
Chairman

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Committee:	Supporting People Members Advisory Panel
Date:	4 th June 2008
Subject:	The Supporting People Programme update
Responsible Officer:	Paul Najsarek
Portfolio Holder:	Cllr Macleod Cullinane
Exempt:	No
Enclosures:	Appendices 1 –8 Appendix 1 – Glossary Appendix 2 – Executive Summary West London Domestic Violence review Appendix 3 – Action plan progress from CB meeting 19 th Dec 08. Appendix 4 – SP position paper 2009 onwards Appendix 5 – Unallocated budget strategy Appendix 6 – Outcome monitoring report Appendix 7 – Annual Plan progress 2007-08 Appendix 8 - Information update

Section 1 – Summary

This report sets out an update for the Members Advisory panel on the key developments within the Supporting People programme since the last meeting of the panel in March 2008, along with discussion items.

FOR INFORMATION

Section 2 – Report

The Supporting People Members Advisory Panel is a key body that offers advice and guidance to ensure the effective ongoing implementation of Supporting People in Harrow

This report provides an update on the progress of the programme since March 2008

Note a glossary of terms is included at *Appendix 1*.

1. Minutes and Matters Arising from previous MAP meeting 6th March 2008

The Minutes from the 6th March will be presented for agreement.

There were a number of matters arising from the last Members Advisory Panel meeting held on the 6th March 2008. The responses to the matters are detailed below.

- 1. Information about loft clearance** - The best point of contact about these services would be Age Concern
- 2. LAA and SP Document** will be presented at the MAP meeting 4th June 08.
- 3. SPOR and communications strategy** - work is ongoing on the implementation of the single point of referral which is planned to be in place in Dec 08. The communications strategy for the programme will be outlined in the SP strategy.
- 4. Memo of Understanding for the Commissioning Body** - was circulated as an Appendix
- 5. LAA Draft indicators** – were circulated as an Appendix

2. Update from the Commissioning Body meeting 6th May 2008.

2.1 The following decisions were taken by the Commissioning Body on the 6th May

2.1.1 Chairing of the Commissioning Body 2008/09

The Commissioning Body agreed that Gwyneth Allen would chair the meeting of the Commissioning Body from the 5th August 2008 for a year (four meetings) and that the chair would then be taken by the PCT representative on the Commissioning Body. The Commissioning Body noted with thanks the contribution of the current Chair – Amanda Tooth representing Probation.

2.1.2 Contract Uplifts 2008/09

The Commissioning Body agreed that the general policy for 2008 /09 would be that there were no inflationary contract uplifts. The Commissioning Body also agreed that they will consider uplifts by exception on a case by case basis presented to the Commissioning Body as appropriate.

Furthermore in the light of work undertaken in 2007/08 it was agreed that the SP team would work with WL colleagues to develop a reward and performance framework for the future.

The rationale behind not offering inflationary uplifts is as follows:

- Uncertainty around future funding levels given the SP grant being paid through the ABG by April 2009 and therefore the sustainability of contracts
- The need to review and procure services after the 5 year steady state contract period.
- The majority of the value and numbers of SP contracts are for Older Peoples Sheltered Accommodation which is subject to the recommendations of the Older Persons Housing review.
- Applying the 07/08 criteria resulted in very few uplifts to contracts.
- The criteria linking inflation to performance low risk was controversial with providers who argued that sometimes poor performance was linked to

The SP team would be keen to await the outcome of West London work to develop a more sophisticated link between reward and performance. This work is underway and being undertaken by the WL performance group.

2.1.3 Reconfiguration of a Leaving Care service

The Commissioning Body agreed to commission Harrow Churches to offer a low needs accommodation based support service initially for a year for 6 young single homeless service users at accommodation that was previously contracted for with the Leaving Care Team .

Background : The accommodation was a 6 bed service commissioned by the leaving care team to support high needs clients that leaving care have a responsibility for.

The Leaving Care team have served notice on the contract due to lack of demand for the service.

The withdrawal of the contract has left a recently converted facility of 6 units available to the borough.

Strategic priorities for support services are for Mental Health and Substance misuse accommodation based services , however because the Housing corporation invested capital in the scheme on the basis that it would provide a service for Single Homeless and given the timescales it is thought to be pragmatic to utilize the accommodation for Single Homeless 17-25 in the short term – the need for the accommodation has been confirmed by Housing needs colleagues. This would allow effective use of the accommodation in the short term while work about the priorities and feasibility of longer-term usage is developed.

Risk

The risks of not taking this approach are :

1. The potential loss of the accommodation to the borough
2. Higher numbers of single homeless on the housing register
3. The accommodation standing empty
4. The Housing Corporation seeking a refund of Capital

2.1.4 YMCA

The CB agreed to commission three additional supported housing units of provision at the YMCA to meet the demand for accommodation from single homeless service users. The configuration of the units is now

- 21 SP LB Harrow (14 Housing Needs & 4 YOT)
- 10 LB Ealing Social Services
- 11 unsupported units, LB Harrow, non-statutory cases via Housing Needs/West London YMCA Victoria Halls

2.1.5 West London Domestic Violence review

The CB gave in principle agreement to the recommendations of the WL Domestic violence review. Executive Summary attached at *Appendix 2*.

Background :

The West London Domestic Violence review has been signed off by the Supporting People Lead Officers. The key conclusion is that there is an imbalance in DV provision across WL. The key recommendations are that : 1. A West London DV floating support service is developed (this would involve decommissioning and pooling funding) 2. Accommodation based provision is clustered for efficiencies 3. Addressing the gap for DV provision for complex needs clients is explored.

3. Supporting People Strategy progress.

3.2.1 5 year strategy refresh progress - consultation event and strategy document

Background

The rationale behind refreshing the 2005 –10 SP strategy was articulated in the Commissioning Body report in February 2008.

The need for an update was based on the progress that has been made thus far on the strategy as well as the need to address the following key issues :

- i. SPs strategic fit with the LAA.
- ii. Making processes work better e.g. referrals and move on.
- iii. Continuing to improve quality.
- iv. Responding to potential gaps and the need for reconfiguration of Mental Health provision.
- v. Filling the gaps between social care and housing related support
- vi. Responding to the impact of the CSR on future funding and procurement.
- vii. Prioritizing the need for supported accommodation alongside social care colleagues.

Progress

SP team held a successful consultation session on the strategy development at the Zoom Leisure centre attended by the MAP chair Cllr Silver which updated delegates on SPs Achievements outlined challenges and started to develop an action plan.

The feedback from workshops will be incorporated into the strategy document.

Revised Timescale for strategy production.

We had originally targeted a completion date for the strategy of end of March 2008. The revised date for the draft strategy is due to the need to do some more in depth needs analysis with partnership colleagues, and the desire to allow work on the homelessness strategy due for completion in August 08 to inform our work. We will aim to complete the strategy draft by 31st May 08.

Emerging Themes

Within the context of the overall vision of the programme i.e.

The Vision of the SP strategy 2005 –10 is articulated as follows:

Harrow Supporting People is committed to providing accessible, effective, high quality and appropriate housing related support services across all tenures that respond to the needs of Harrow's people. The services will complement and enhance other key agencies enabling an inclusive, healthier and safer community. The overall focus is to deliver positive outcomes for Harrow's people – Supporting People in Harrow Vision statement – Dec 2004

This remains the overall vision but we will build on this vision to:

Offer increased choice and flexibility of support and preventative services

The following gaps and priorities are starting to emerge from the work to develop the strategy and are as follows :

A. Strategic Priorities :

1. A strategic decision to be taken about the case for retaining Supporting People funded services while recognizing the opportunities that the LAA presents for widening the definition of preventative services and increasing the possibility of jointly commissioned services given the: Effectiveness of outcomes for service users KPI 1 (NI142) - 1,700 service users maintaining independence, and the cost benefit / financial savings that the programme delivers for statutory services as outlined in the CLG's recently published report *
2. A strategic decision needs to be taken about the Boroughs approach to the extent to which and timescale for Supporting People funding being made available as an element of an Individual Budgets

B. Older People

The information about Older People's needs taken in combination means that we need to address the following issues in 2008 –11 in the wider context of the Older Persons Housing Review :

1. There is a no overprovision of Sheltered Accommodation but the existing provision needs to be reconfigured to provide more extra care and provision for service users with dementia.
2. Some of the stock is not strategically relevant e.g. bedsits and no lifts and needs to be remodelled

3. Support models need to become more flexible to follow the service user not the building
4. Support charges need to be aligned they currently vary wildly
5. There needs to be an assessment of support need prior to service users being provided with supported / sheltered accommodation people are currently placed in sheltered housing on the basis of housing need and age with no assessment of support undertaken. SP has developed a process we need Housing colleagues to adopt this.
6. The Older Owner Occupied sector in Harrow – comprising 80% of the 60+ population, will need to be appropriately catered for. Therefore we will continue to monitor the uptake of the floating support service and consider increasing floating support to older people in future.
7. We will need to work with housing colleagues and RSLs to consider the need to provide equity share sheltered housing that will offer an option to older people who want to move to this provision while not losing out on equity.

C. Socially Excluded groups

1. A review of support in all Temporary Accommodation.
2. Develop more Handyperson provision.
3. Evaluate the Somali needs pilot – consider this funding transferring to a different Refugee group on an annual basis – seek to mainstream this provision.
4. Domestic Violence - work with WL to develop a WL F/S service for DV.
5. Work with Housing to review Gypsy and Traveller Needs with provision of support if necessary.
6. Develop more WL services for single homelessness.
7. Develop Move on support.
8. Review the way in which transition services are funded

D. Long term needs – Mental Health and Learning Disability.

1. Generally to provide more supported independent living accommodation for people with LT needs but in a generic setting.
2. Develop an accommodation based service for dual diagnosis (potentially provided through the Lookahead EACH provision).
3. Evaluate and plan for the longer term MH pilot
4. Combine the MH and F/S support services into a dual diagnosis service to ensure lack of duplication and maximization of provision.
5. Develop more Shared Ownership options
6. In the areas of Physical Disability - Work with housing to ensure that there is appropriate adapted accommodation / HIA / Telecare services

E. Gaps and Improvements in Processes

1. Build on existing work to develop a single point of referral – which could develop into a brokerage service for housing related support

2. Build on the Move On panel with Housing colleagues to develop additional move on alternatives e.g. private sector
3. Capacity building with providers to ensure that they are in a position to deliver in a landscape of choice and self directed care.
4. Agree long term contracts for independent living provision / short term contracts for F/S etc to enable a flexible response to capital funding and individual budgets

MAP are invited to comment on these, MAP will also be engaged in consultation on the draft strategy.

4. SP & LAA April 2009 onwards update

4.1. An update on the action plan from the Commissioning Body away day of the 19th December 2007 is available in *Appendix 3* link to document.

4. 2 A draft position paper about the future of SP to contribute to the project that reviews Harrow's preventative services provision and can also be presented to ASCH management team and the HSP is included at *Appendix 4*

5. Contract Monitoring

5.1. Background

There is an outturn report covering all of the Contract Monitoring that has been undertaken on the services that SP contracts for 08/09.

The CB noted that achieving the target of reviewing the contracts by March 2008 has been testament to the hard work of the Project Officers – Sandie Roberts as well as Neil Ayre and Sian Brady who have covered the second post temporarily.

The key points to draw out are :

1. Most providers have made progress on improving quality with QAF progress noted
2. Most Providers have made progress on their action plans
3. There are some good services commissioned that are delivering excellent support see the services that are rated Green on the spreadsheet.
4. There are some areas of concern both at an individual service level and at a strategic service cluster level which are described in more detail in 3.1.2

Reporting back on services was undertaken in the following format. A traffic light rating on the reports was produced and based on the following criteria :

i. Red - Serious concerns about the strategic relevance , quality (e.g. QAF D grades) and performance (e.g. defaults) of the contract - likely to require consideration of whether the contract needs to be decommissioned / retendered.

ii. **Amber** - Some concerns about the contract re quality and performance - e.g. Lack of continuous improvement (e.g. no progress on QAF from grade C) or lack of progress on 06/07 action plan

iii. **Green** - No or very minor concerns.

Issues and Actions Arising from Contract monitoring

Service Level concerns / Actions

Individual services rated as red were reported back to the commissioning body details of the key concerns and the planned action were also included.

The service cluster concerns are detailed below

Service Cluster / Issues	Actions
<p>1. Mental Health – The need to prioritise Accommodation based provision for MH service users</p>	<p>Service review of Mental Health services will be prioritized in the Procurement timetable and input into the LAA outcome delivery group for NI149</p>
<p>2. Older Peoples Provision – The issue of lack of QAF progress – the mismatch between SU expectation and charges – the lack of alignment of charges. The need for more flexible provision</p>	<p>Engage in the Ops Housing review refresh as part of the transformation programme strand re supported accommodation. SP priorities: i. More Extra Care ii. Aligned standard support charge iii Housing support needs assessment undertaken</p>
<p>3. Hostel Accommodation – concerns about the quality of support and staffing structures</p>	<p>Consider decommissioning services ineffective services and using the WL procurement route to procure new support provision for the hostels</p>

6. Performance.

6.1 Unallocated Budget strategy

The current budget position is that for 2008/09 :

- i. Income (Grant 3.83m + Charging) = £3.968 million**
- ii Outgoing** (Committed in long term contracted services) = £ 3.813 million
- iii. Rolled over unallocated funding** = approx £ 1.1 million

The important thing to note is that we are not over extending our contracted services commitment above our grant income. The Grant conditions allow us to roll unallocated funding over to this financial year 2008/09. However there is no guarantee that the Grant conditions will allow this for 2009/10 and CLG could seek to claw this back.

The SP programme has 1.1m of unallocated funding with no guarantee that this will be rolled over to 2009/10.

This position has arisen following prudent management of the risk of potential cuts to the SP Programme Grant since 2003 along with achieving responsible commissioning, efficiencies and VFM from services .

The strategy is to utilize the this responsibly for pilot schemes in 2009, while still pursuing efficiencies and reconfigurations of other services, and balancing this against the need for a sustainable programme

There is a plan in place in which 537k of the unallocated funding will be appropriated in 08/09 detailed in *Appendix 5*

6.2 Update on NI 141 & 142 performance

The outturn figures for SP KPIs 1&2 for the year 2008-09 up to quarter 3 are as follows. Critically they show year on year improvement on performance figures particularly in relation to KPI2.

KPI 1 – % of people helped to live independently (NI 142)
KPI 2 - % of service leavers who moved on in a planned way (NI 141)

2007/08
(Cumulative for qts 1,2&3)

KPI 1 - 98.3 %
KPI 2 - 75.3 %

2006/07

KPI 1 - 98.89%
KPI 2 - 75%

2005/06

KPI 1 96%

KPI 2 68%

2004/05

KPI 1 96%

KPI 2 73%

6.3 Update on Service Outcomes

The outcomes reporting required of providers against the 5 every child matters outcomes of : Enjoy and Achieve; Economic Wellbeing; Positive contribution ; Be Healthy ; & Stay Safe is still at an early stage having started for Long term services in August 2007 and short term service users in May 2007.

However there is data on the spkweb that can be viewed.

Appendix 6 Provides an outline report into outcomes reported by Harrows providers and performance in the context of London and West London and West London.

The team continue to work with providers to ensure that they are making returns in relation to outcomes. In general in comparison to West London and London averages Harrow is delivering well against outcomes. The reports also start to highlight areas that providers need to concentrate on improving e.g. delivering outcomes in relation to economic well being.

6.4 Progress against Annual Plan 07/08 & 08/09

6.4.1 2008/09

The team work programme for 08/09 will be broadly to:

- i. Develop a procurement plan for 09/10 onwards – between April and October 08.
- ii Procure Short term services as part of the Unallocated budget strategy – between April and October 2008.
- iii Ensure providers are monitored against improvement plans – April – October 08.
- iii. Conduct a programme of contract monitoring Oct 08 – March 09.

6.4.2 2007/ 08

The Annual Plan for 2007/08 outlined a set of challenges and priorities, an update on priorities is outlined in *Appendix 7*.

7. Information Update

An information update is available in *Appendix 8*

Section 3 – Further Information

Section 4 - Contact Details and Background Papers

Contact: Nick Davies Supporting People Manager 0208 424 1895

Background Papers: N/A

Appendix 1

SUPPORTING PEOPLE RELATED - GLOSSARY AND JARGON

A

AA Administering Authority (the local authority - Harrow)

B

BME Black and Minority Ethnic Groups
BV Best Value

C

CA(G) Cross Authority Group
CB Commissioning Body (overall responsibility for delivering SP in Medway)

D

DAAT Drugs and Alcohol Action Team
DCLG Department of Communities and Local Government (formally ODPM).
DoH Department of Health (one of the main partners in SP)
DWP Department of Works and Pension
DV Domestic Violence

E

ECHG English Churches Housing Group

F

FE Frail Elderly

H

HIA Home Improvement Agency
HIV/AIDS HIV Human immunodeficiency virus: the virus that causes AIDS.
AIDS Acquired Immune Deficiency Syndrome: a serious disease caused by a virus which destroys the body's natural protection from infection, and which usually causes death
HMPS Her Majesty's Prison Service
HO Home Office

K

KWEB SP Knowledge Website (<http://www.spkweb.org.uk>)

L

LA Local Authority
LD Learning Disability(ies)

M

MD Mentally Disordered
MH Mental Health

O		
	OP	Older People
P		
	PCT	Primary Care Trust
	PD	Physical Disability(ies)
	PIs	Performance Indicators (types of indicators which measure performance, often statutory)
	PSA	Public Services Agreement (between LA and the Government)
	PAGS	Probation Accommodation Grant Scheme
Q		
	QAF	Quality Assurance Framework
R		
	REAP	Resettlement Agency
	RSL	Registered Social Landlord (formally known as Housing Associations)
S		
	SP	Supporting People
	SHMG	Supported Housing Management Grant
T		
	THB	Transitional Housing Benefit
	TOR	Terms of Reference
	TP	Teenage Parent
U		
	Unit	For the purposes of this strategy represents an individual in receipt of a service
V		
VFM		Value for Money
W		
	Ward	One of the areas into which a city, town or village is divided, having its own elected political representative or its own organizations for managing services
Y		
	YOT	Youth Offending Team

West London Strategic Review of Domestic Violence

Appendix 2

1) Executive Summary -

1.1 Introduction

This Strategy is concerned with SP funded housing-related support services for people experiencing domestic violence and takes a pragmatic approach to issue resolution.

Most cases of domestic violence occur where violence is done by men towards women. And for many, domestic violence is a significant contributor to their becoming homeless. Many women stay in abusive relationships for a long time and it is only when the violence has increased that help is sought.

Domestic violence cuts across the responsibilities of a large number of organisations and there are a variety of statutory duties associated with the response. For support services the main intervention priority is to increase the safety and protection of women and children. Housing related support may be just one of a variety of responses.

Access to a service may be needed immediately and the victim may move. Nationally there is insufficient refuge provision for women but this is not something that this Strategy on its own can address.

It has proved difficult to secure hard data for the review but advantage has been taken of relevant publications.

1.2 The current situation in West London – SP funded services

In 2005/6 the seven West London SP AAs in total spent £2,587,448 on local housing related support services for women experiencing domestic violence – 3.9% of the grant spent in the sub-Region. The following services are present:

Refuges - 129 units
Other accommodation-based services – 48 units
Floating support – 166 units
Resettlement/Outreach – 6 units

The most common age of those commencing services was 31. For every 100 service users there were a further 85 dependants - though 34% of users had no dependants. 19% of users had a recorded secondary support need. Mental health or 'complex needs' featured most significantly.

The cost of services range from £8 to over £400/unit/week. The hourly rate varies from £4 to £32. Several services had high staff: service user ratios. In practice staffing levels ranged from 55 - 128%.

There have been high levels of accommodation use. Many of those rejected by refuges were housed in temporary LA accommodation.

Local issues identified by Providers and Service Users are:

- issues around women presenting with complex needs
- the problem of women with no recourse to public funds
- refuges not accommodating households with older boys

Service Users said that they valued the range of provision and particularly specialist support and accommodation-based facilities. They saw the most important support need to be services for children, support in accessing work and support for women with mental health problems; or alcohol or drug use problems.

1.3) Services other than housing-related support.

SP-associated services to people experiencing domestic violence include:

- housing-related support services not funded by SP
- telephone advice
- drop-in services
- Sanctuary schemes
- Telecare-type services
- other welfare services

1.4) Current Plans

A West London SP Strategy was produced in 2005 and identified a need for a strategy specific to people experiencing domestic violence. Since, individual AAs have made their own plans to meet the needs of those experiencing domestic violence – and many of these have been implemented.

Each Authority has a separate Strategy and an Action Plan just for domestic violence.

1.5) Issues:

West London authorities spend more on domestic violence services for women than elsewhere in London and a case can be made for less spend on this sector in the sub-Region. If a no-change Strategy were to be agreed there would be a risk that:

- services would not be strategically relevant
- services would be inconsistent
- there will be gaps in service that should be able to be met

Referrals can come from a wide range of sources. Whilst not SP funded, a variety of services are necessary to tease out the need for housing-related support.

With a wide range of prospective individual disabilities that women experiencing domestic violence just might present with, there are difficulties in planning for them.

There are particular issues for very young women who may find access to and exit from housing-related support services more difficult. Most refuges will accommodate sons only up to early teenage.

Local Authorities have a Gender Equality Duty. The case for dedicated adult male provision did not appear to be evidenced though there may be a need for some limited provision for gay men.

In London over a quarter of contracts for housing related support to those experiencing domestic violence are for BME women. However local evidence suggests that additional dedicated services are not a high priority. But there is support for more focused provision.

Many women not able to make recourse to public funds are refused access to services.

There is evidence of unmet need for women experiencing mental health problems; also those with drug or alcohol issues. However it appears that some Providers could more successfully accommodate women with complex needs. Research into and prioritization of unmet needs, and how in particular they are best met by supported accommodation, is an area requiring some further work.

The appropriate general service response for people experiencing domestic violence – accommodation-based provision versus floating support or specialist versus generalist support for example - is not clear. A number of housing-related support services are accommodation based. Several big problems can arise if these are changed. This builds in a presumption to retain accommodation-based services in their current accommodation. There are aspects of accommodation

that can make for more successful service provision. There appears to be scope to introduce more telecare.

Funding from statutory sources can well-compliment housing-related support services – eg for children’s work and therapeutic interventions.

Some Users seem to be residing in accommodation-based support for a long time and there are move-on issues. Service Users need clear and realistic timescale expectations of refuge residence. Floating support should normally be delivered in the expectation that it is only short-term.

There may be a case for particular local service configurations.

Strategies and Plans regarding those experiencing domestic violence are not well-linked.

1.6) Future projections

The Building for All model suggests that in West London there is under-provision of supported accommodation but it does not calculate local over-provision. More work is needed by individual authorities in order to fine-tune the model. Some individual authorities have particularly large dedicated floating support services.

There is a concern that when SP becomes integrated into Local Area Agreements non-local need will not be given appropriate recognition.

1.7) Generating and assessing strategic options

It was thought that:

- there is some limited need for more accommodation-based provision
- there should be less floating support
- there is scope to secure reduced expenditure
- better move-on would increase performance

It was noted that rapid contract changes can lead to sector instability.

1.8) The strategy

- the West London Administering Authorities are committed to recommissioning floating support provision in the Sub-Region and the purchase of one cross-authority service, with local bases
- there is a geographical imbalance in the distribution of housing-related support provided by floating services and the opportunity will be taken in future commissioning plans to address this. This may be addressed by

- individual boroughs considering the extent to which they access the new floating support service
- there is evidence of a need to commission a new or remodelled refuge for women with complex needs with sub-regional access. Due to the length of time an accommodation based service would take to procure, we will investigate whether the need can be met in the shorter term via the new floating support service
 - in due course all accommodation-based services will be recommissioned as several groups of services; consideration will be given to joint tender with Childrens Service funding
 - minor local change to supported accommodation, including refuges, is encouraged where the intended change will make the property more fit for purpose and it is strategically relevant. Examples include meeting house in multiple occupation standards and asset remodelling priorities,
 - more supported accommodation should be made available for those with wheelchair or mobility needs.
 - more services to those without recourse to public funds are encouraged, with a particular focus on move-on solutions
 - all refuge service users should be expected to move-on within 12 months of residence; within six months from the point of being established as ready for it
 - signposted by SP staff as needed, Providers will be encouraged to secure non-SP funding for the more regular welfare activities that they provide – for example children’s activities and counselling; more so as delivery of the Supporting People programme is increasingly aligned with other LAA priorities – for example community safety.
 - efficiency savings should be secured through better deployment of staff at Administering Authority’s individual services
 - given that there is a wide range of unit costs in the sub-Region, new cost parameters for services to women experiencing domestic violence will be determined. And to inform this, further work will be undertaken on benchmarking service’s value for money
 - as delivery of the Supporting People programme is increasingly aligned with other LAA priorities local domestic violence strategies and plans are expected to be more joined-up with local SP strategies and plans; and the LAA should consider taking on more responsibility for funding services that compliment housing-related support services
 - the SP Administering Authorities are committed to joint-working to ensure that plans for those experiencing domestic violence embrace the dimension of service provision that meets needs other than those are best met locally. Examples include women’s need for accommodation located away from the perpetrator of violence and specialist provision designed to meet the needs of women from more than one Borough.
 - standard core specifications should be written for all modes of delivery of housing related support services for people experiencing domestic violence

- the further appropriateness of telecare type services should be explored
- arrangements should be in place to respond quickly to those presenting with needs associated with a sensory disability
- separate BME responses, particularly dedicated provision, should be the exception
- there should be further scrutiny of what happens to those not accepted by SP-funded services
- Providers should be expected to secure timely move-on accommodation for tenants; resettlement should be offered for no more than three months
- there should be more effective reciprocal arrangements between individual West London authorities.

1.9) Taking the strategy forward

A need for new work-streams arises if the Strategy is agreed. A new council Project may be the most efficient means of implementing many of them.

Appendix 3
Commissioning Body Away Day 19th December 2007.
Minutes and Actions.
(Including Progress towards the Action Plan)

Attendees :

Marcia Whyte – ACO Harrow London Probation
Amanda Tooth – Housing Development Manager London Probation
Mark Gillett – Head of Commissioning and Partnerships Supporting People
Accountable officer
Shikha Sharma – PCT
Gwyneth Allen – Divisional Director Housing
Trina Taylor – Senior Policy Officer
Nick Davies – Supporting People Lead Officer
Sandie Roberts – Supporting People Project Officer

1. Introduction Aims.

ND outlined the background to the session which came from a request from the November Meeting of the Commissioning Body that a session be arranged to consider the key questions in and issues in relation to the future of the SP programme.

ND outlined the aims of the session which were:

- To agree on the main strategic priorities for the Harrow SP programme in the new local government landscape.
- To agree the appropriate short and long term governance and operational arrangements for delivering this agenda.

2. Setting the scene

There followed two presentations covering background information one from TT who :

- Presented information about the LAA and community strategy priorities.

The second presentation was from ND who outlined:

- Progress against the 5 year SP strategy 2005 –10.
- Current Governance arrangements
- Information about future funding allocations.

3. Discussion about a number of Key questions:

There followed discussion and debate about the following questions.

1. What is the commissioning bodies short term plan for delivering the Supporting People Agenda.

2. What are the 3 main strategic priority issues that the SP programme in Harrow has to address in the next 3 years

3. What changes in governance, decision making would support the achievement of these aims (including reviewing the membership of the commissioning body).

4. What are the operational contracting; commissioning and procurement functions that need to be in place to support the delivery of this strategy

What should the shape of these be in the short and long term?

5. What are the long term - opportunities and risks for the programme provided by the LAA and HSP.

4. Agreement of an Action Plan

As a result of the discussions the following Action Plan was devised in answer to them:

1. What is the commissioning bodies short term plan for delivering the Supporting People Agenda.

Priority	Action	Progress @ 18/04/ 08
1. To ensure that the SP programme is aligned with LAA structure and targets.	ND to engage with the LAA Management Groups with a view to SP being involved in discussions around the target indicators.	Meetings held with all MG leads who have committed to involve SP in their delivery planning meetings
	Indicators not on the short list that are felt to be important omissions, to be sent to Trina (with a strong business case for inclusion) before the HSP meeting of Jan 08.	Business case made re NI 139 to Director of ASCH. Not accepted on the basis of lack of headroom for improvement.
	Indicators on target list - SP to identify how they will be involved.	Identified indicators that apply and will consider how to formalise in contract specifications.
	SP provider engagement in LAA delivery Seek feedback from Providers at Provider Forum in Jan 08 .	Presentations and discussions were held with Provider Forum on the 9th January
	Review what contribution SP service make to the LAA 3 rd sector target.	SP providers are largely classed as 3rd sector providers and therefore contribute to NI 7
2. Strategy for Allocation of under-spend	SP team to present proposals for allocation of underspend with clarity about defining what money can be spent from non recurring	Proposals were presented at CB on 12th Feb 2008 and are now being

	funding and what is proposed to be spent from the recurring 3 year budget.	implemented. Update provided as part of the CB report for May 08.
3. To refresh the Strategy	Undertake strategy consultation in Feb 08 Align strategy with 3yr funding and LAA.	Strategy consultation day was held on the 28th February 2008. Strategy should be completed by the end of May 2008
4. Contract Monitoring	To continue working with Providers/Services to ensure outcome measures are in line with LAA targets.	Contract monitoring process has been completed for 2007/08, but for a few exceptions.

2. What are the 3 main strategic priority issues that the SP programme in Harrow has to address in the next 3 years.

Action
Await outcome from consultation on the Strategy refresh February 2008

3. What changes in governance, decision making would support the achievement of these aims (including reviewing the membership of the commissioning body).

Priority	Action	Progress @ 18/4/08
CB Decision Making	ND to redraft CB Terms of Reference and Memorandum of Understanding circulate for CB agreement	ND has drafted revised Memorandum of understanding. It was agreed at the CB on the 12/2.
	MG to draft brief paper and outline the relationship between Cabinet and CB.	MG to update
Chairing CM Meetings	AT will continue to Chair CB Mtg up until end of this financial year. Her last meeting will therefore be May 08 and will be reviewed by CB members.	CB members to select a chair for the meetings of the CB from May 08 onwards
CB Membership	Inclusion of Children's Service Representation at CB meetings.	Richard Segalov to be invited to the CB.

	Finance and Performance reps to be invited to ad hoc CB meetings.	
Voting Members	MG (Accountable Officer to SP) no longer LAA voting member CB. GA(Housing) will become a voting member for CB.	
Adult & Social Care Strategy Group	ND to arrange attendance at next meeting in order to present a case re: SP and how it fits into the governance of the HSP.	ND awaiting feedback from Shikha Sharma

4. What are the operational contracting; commissioning and procurement functions that need to be in place to support the delivery of this strategy?

What should the shape of these be in the short and long term?

Priority	Action
Budget	No pooling of budgets for 08/09.
WL Procurement Activity	SP to consider this option when procuring for new services.
Pathfinders	Need to look at what impact this has on SP, transition etc.
Shared Services on WL basis	Organisation around commissioning and procurement of new services, inclusive of social care.
Administration Function	This to be a standing item on CB agenda at future meetings

5. What are the long term - opportunities and risks for the programme provided by the LAA and HSP.

Risk	Opportunities
Not linking in with agreed targets and Governance structures.	More flexibility when commissioning services.
The continued existence of SP team in the long term.	Potential for developments.
	Commissioning in terms of Strategic Partnership.

Appendix 4 - Report about future options for the Supporting People Programme Adult & Housing Management Team

1. Background and Recommendation

1.1 Reason for the report

This report outlines the challenges facing the local authority in developing & administering the Supporting People programme. It is written in the context of proposals to pay the SP Grant through the Area Based Grant and for the programme to be aligned to the Local Area Agreement by April 2009, and the 3 year funding announcement about the level of SP grant paid through the ABG from April 2009.

- i. The report begins by outlining the key facts about and achievements of the programme so far and making the case for Supporting People in the future.
- ii. It goes onto outline the preferred option for the future of the programme and options for contract rationalization with Social Care colleagues.
- iii. Finally it recommends how these could be consulted on and implemented.

The report is written for the Adult's and Housing Management Team (AHMT) it seeks the groups position as regards a strategy for the department in approaching the delivery of housing related support SP funded services from 2009/10 onwards.

1. 2. Recommendation:

That the AHMT agree to the preferred option for the SP programme (outlined later in the report) agree to present the case for this option to be adopted post April 2009 indicating how they want discussion with the wider council, politicians and the strategic partnership about the use the SP grant for preventative services from 2009/10 onwards to take place.

2. Key Facts and Achievements , the case for Supporting People :

2.1 Key Facts

The Supporting People budget in 2007/08 for Harrow is £3.5 million. The budget will increase to 3.8 million pa for the next 3 financial years 2008/09, 2009/10 and 2010/11. There is about 900k of unallocated funding rolling into 2008/09 which will be used to fund short term projects.

This funds over 40 contracts from some 30 providers for three main groups of adults: Older People , People requiring Homeless and Prevention services and adults with longer term needs.

The Supporting People provision offers housing related support to 1859 vulnerable people to enable them to retain their independence at any one time.

The SP programme has helps on average 150 people pa (to move on to greater independence in a planned way from accommodation based support services)

19% are floating support services 74% are accommodation based services 7% is HIA provision.

The Supporting People funding supports 1320 Older People in RSL and LA sheltered accommodation or through floating support and HIA services.

The SP programme supports 301 people with preventative services who are at risk or experiencing social exclusion

The SP programme supports 242 people with longer term needs (e.g. mental health , learning disability)

The SP programme contributes directly and indirectly to a number of the draft LAA outcomes see Appx 1 for full list including NI136 , NI 135, NI 146, NI149, NI39 , NI140, NI7, NI63, NI152,NI32 , NI40, NI115, as well as to the wider 200 indicators that government judges authorities against including NI 141 and NI 142.

2.2 Achievements

What has been delivered so far:

2.2.1 Provision -

- Lots of individual outcomes achieved for individual service users as case studies bear out as well as providers reporting outcomes against the every child matters outcomes framework
- Moving on 150 service users per year into more independent settings.
- Expanded floating support services from 8% to 19 % of provision.
- Completed a review programme – offered contracts , decommissioned failing services and achieved gershon efficiencies Commissioned a range of new services to address gaps in provision for 150 service users for :
- **Young People , Drug & Alcohol , Learning Disabilities, Older People with mental ill health, Offenders , Older People, Single Homeless , Blind and sensory impaired., Domestic Violence. (supporting extra care bid).**
- As well as short term pilots for :
- **Somali community, telecare, Handyperson**

2.2.2 Service Users:

- Service Users have been trained and qualified as Peer Consultants who can be used in contract monitoring and consultation exercises. There was also been a service user fayre in 2007

2.2.3 Quality improvements & VFM

- Contribution to the WL contract monitoring process. Annual contract monitoring of providers.
- Developed VFM policy and ensured contracts offer VFM

2.2.4 Performance

- Performed well against the KPIs 1 & 2 (now NI 142 & NI141 see) – SP team is now collecting outcome measures that providers are reporting on.

2.2.5 Processes

- Move On process revised , OPS sheltered assessment reviewed and recommendations made, proposal to take forward a Single Point of Referral

2.2.6 Governance

- Well developed governance arrangements including a Members Panel, cross council PCT , LA and Probation Commissioning Body models , Provider forum , Service User day. The SP model could be considered as good practice by the HSP as it considers its governance and commissioning functions for the LAA as it has been in Lambeth.

2.2.7 Procurement

- Harrow has been part of the West London Procurement project meaning that we have access to a framework agreement that will make procurement of services cheaper and more timely in future. There is also a procurement plan in place for 2009 onwards

2.2.8 West London

- VIP and WL procurement activity , Benchmarking , VFM , accreditation

2.3 The Case for Supporting People

In light of these achievements SP team considers that there is a strong case for retaining Supporting People funded services while recognizing the opportunities that the LAA presents for widening the definition of preventative services and increasing the possibility of jointly commissioned services because of the :

- 1. Effectiveness of outcomes for service users KPI 1 (NI142) - 1,700 service users maintaining independence.**
- 2. The cost benefit / financial savings that the programme delivers for statutory services as outlined in the CLG's recently published report ***
- 3. The most mature holistic partnership approach to governance , procurement commissioning and contracting available in the local authority The throughput of service users moving into independence KPI2 (NI141) 100 pa**
- 4. The programme providing services to the socially excluded**
- 5. Effectiveness of contract monitoring, risk rating on improved performance VFM and quality**
- 6. Effectiveness of the Outcomes achieved for service users – the programme gets people into jobs , and training tenancy maintenance and provides services for the socially excluded**
- 7. Effectiveness of preventative agenda on other services**
- 8. Effectiveness of Governance & consultation**
- 9. The contribution of Sp services to draft LAA outcomes**

* The CLG has commissioned from CAP gemini about the financial benefits of the SP programme as part of work to inform the recent CSR.

The key points are :

That the report suggests that the financial benefits of the SP scheme nationally amount to 2.77 billion against investment of 1.55 billion.

(note some of this benefit is to individuals not the exchequer)

Net financial benefits of each of the programmes elements are detailed in the report.

The report also finds that the costs of supporting the individual through SP is lower than the overall cost of either withdrawing or reducing the support, or switching support to more intensive forms of support.

It also points to the fact that if SP services are removed then this would lead to increased costs in the areas of health service; homelessness; tenancy failure, crime and in particular residential packages.

Furthermore it talks about the uncoded benefits delivered by some services e.g. increased participation in the community and reduced fear of crime.

I will be using some of this information along with details about the other outcomes to present the options that the directorate, HSP and members have for the future direction of the programme.

3. Options for SP post 2009

This section of the report outlines

1. The preferred option for how SP could operate post April 2009 given that SP funding will be paid through the Area Based Grant, the new LAA and 3 year funding announcements.
2. The approach that the team could take in presenting the option to relevant decision making meetings.
3. A timetable for taking forward proposals about the strategic approach to the preferred option for the SP programme from April 2009 when it will be paid through area based grant.

Note: the issues have been considered by the SP Commissioning Body, Provider forum and the Members Advisory Panel.

3.1 Option scoping :

There is a preferred option for SP programme post 2009:

Preferred Option.

- 1.SP (ABG) to continue to be virtually ringfenced at the level of the 3 year funding announcement to fund 'SP' services that support the well being and preventative agenda and the LAA outcomes.
2. Remodelling and reconfiguration of some existing services where necessary
3. A reconsideration of the scope and definition of preventative services.
4. Building upon and expanding the existing SP model of governance, commissioning, contract and outcome management and consultation to deliver wider 'preventative' and well being services across the authority.

The SP team suggests that given timescales and the maturity of the SP programme this is the best option for the borough to pursue.

3.2 Other issues for consideration:

The following points outline some practical transitional issues

3.2.1 Approach to existing contracts:

According to the Harrow Procurement policy, and the SP procurement plan contracts can run for up to 5 years in the case of supporting people contracts this means for the most part they could run to 2010. Therefore the proposal is to extend contracts until 2010 following remodelling where necessary to ensure that services are clearly contributing to the LAA indicators and preventative agenda.

Where procurement of services is required this will generally take place by accessing the West London framework agreement for services.

The administration of the programme will continue to seek efficiencies; remodel services where necessary; contribute to the LAA outcomes to be written into contracts. Also to actively focus SP services on the revised KLOE 13 in respect of increasing Joint Commissioning and involvement in the IB and choice agenda

**** Consultation on KLOE 13 -**

The KLOE has been revised to reflect the changes to the Supporting People administration arrangements. The key changes include:

- * a greater emphasis on outcomes from partnership working and the active engagement of service users in governance structures;
- * evidencing the impact of the application of the eligibility requirement;
- * Increased level of maturity in delivery arrangements including Local Areas Agreements;
- * demonstration of the impact and effectiveness of procurement policies and practices;
- * the sustainability of the approach taken to service user involvement;
- * proof of accessible services, signposting to alternative sources of support and regular reality checking;
- * a continued understanding of diversity issues with evidence of work actively addressing inequality in service provision; and,
- * improved outcomes for existing service users

There is a greater emphasis on the need for administering local authorities to demonstrate outcomes for service users in the following areas:

- * adult and child protection and Multi-Agency Public Protection Arrangements (MAPPA);
- * individual budgets/direct payments;
- * commissioning; and,
- * joint commissioning

3.2.2. Future procurement :

Timetable to be reviewed and to include a timetable to tender services out from 2009/10 onwards, using where appropriate the West London procurement options as well as moving towards an IB and choice agenda following the conclusion of the governments pilots.

3.2.3 Strategy :

To develop a revised SP strategy to support ongoing delivery of the programme in the context of the ABG and LAA, see consultation session Feb 08.

3.2.4 Alignment of Commissioning and Procurement functions with Social Care contracts and commissioning.

The East of England region have developed work to put in place a single contract, and common performance and contract management arrangements, where housing support and social care services are delivered by the same provider to the same service user.

We would be keen to explore this approach to contract and performance rationalization for Harrow.

3.3 Approach to presenting the options and timetable:

3.3.1 Approach

To approach a variety of decision making bodies to make the case and consult to refine the detail of Option 2

3.3.2 Timetable

The consultation will take place in the following sequence:

1. CB, CSG and Provider forum - January 2008
2. Paper to Adult Social Care Housing Management team May 2008
3. Meet with HSP MG - June 2008
4. Cabinet and HSP reports – September 2008

END ND
19/5/08.

Appendix 5 - Unallocated Budget plan.

The strategy is to utilize this responsibly for pilot schemes in 2009, while still pursuing efficiencies and reconfigurations of other services, and balancing this against the need for a sustainable programme

The following table details the way in which £537k of the unallocated funding will be appropriated in 08/09

Description of provision	Funding	Already signed off by CB Y/N	Presented to CB in February Y/N	Update
HAWK Offenders Housing assessment worker (one off)		N	Y	HAWK worker in place – contract being drawn up.
Single Point of Referral (one off)		Y		An implementation meeting was held re SPOR in Jan 08. Further work is required to scope the project – implementation date Dec 08
Somali F/S service. (One off)		Y		Service in place
Telecare (one off)		N	More work to be undertaken	Sylv Sheehan is producing a proposal for a SLA with Staying Put to deliver this service.
HALS (choice)		N	Y	Housing colleagues are

support (one off)				developing a Specification – we will then use the WL framework to contract with a provider for this.
HCHA funding upgrade (service reconfigurations required to make savings for LT)		N	More work to be undertaken	
Supported Lodgings pilot		Y		
ST rent deposits		Y		
One off innovation fund		N	Y	
Drug and Alcohol Withdrawl of funding 20k (service reconfigurations required to make savings for LT)		N	Y	
Support for Vernon Lodge (one year – but need to plan for longer term)		N	Y	Spec being developed
Teenage Pregnancy Robinson Court etc (one off)		N	No more work to be undertaken	
Mental Health		N	Y	

Longer term needs pilot (one off)				
Total	537 k of unallocated funding used in year			

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Outcome 1 - Economic Wellbeing

Area	Maximise income, including receipt of the right benefits		Reduce overall debt		Obtain paid work/ Participate in paid work			
	1a Number with need	1a % with need	1b Number with need	1b % with need	1c Number with need	1c (i) % with need	1c (ii) % with need	1c (iii) % with need
London	124	107	47	37.6	38	28.61	13	39.39
Borough of Harrow	86.29	103	32	68.09	15	45.45		
London:								
West London:	177.5	195.6	57.5	32.38	39	22.14	18	30.03
East London:	70.76	77.76	16.2	41.2	11.8	15.9	16.9	40.74
London England:	3032.1	3334.1	1041.3	37.84	1287	19.38	285.4	38.31

Area	Participate in chosen training and/or education, and where applicable, achieving desired qualifications		Participate in chosen leisure/cultural / faith/ informal learning activities		Participate in chosen work like/ voluntary/ unpaid work activities				Establish contact with external service/ family/friends					
	2a Number with need	2a (i) % with need	2b Number with need	2b % with need	2c Number with need	2c (i) % with need	2c (ii) % with need	2c (iii) % with need	2d (i) Number with need	2d (ii) % with need	2d (iii) Number with need	2d (iv) % with need	2e (i) Number with need	2e (ii) % with need
London	53	42.74	30	56.6	15	28.3	25	20.16	15	20.16	75	62.9	66	84.62
Borough of Harrow	61.93	145	91.0	70.09	20.16	16.17	19.1	18.17	895	49.85	75.4	85.2	565	69.84
London:														
West London:	2653	3053	1052	37.74	22.97	22.97	297	297	2324	23.24	2324	23.24	2077	20.77
East London:	333.4	370.8	18.08	12.04	24.63	18.43	26.82	18.43	2492	18.43	2086	14.82	1482	14.82
London England:	1688	1831	724	42.8	907	75.35	806	485	1645	2492	1482	84.13	1482	58.31

Area	Better manage physical health				Better manage mental health				Better manage substance misuse				Better independent living as a result of assistive technology/aids & adaptations			
	3a Number with need	3a % with need	3b Number with need	3b % with need	3c Number with need	3c % with need	3d Number with need	3d % with need	3e Number with need	3e % with need	3f Number with need	3f % with need	3g Number with need	3g % with need	3h Number with need	3h % with need
London	36	31.45	28	71.78	44	35.46	33	75	17	13.71	10	58.93	6	6.45	7	87.5
Borough of Harrow	47.0	80.34	496	27.94	334	19.82	197	55.99	157	8.95	142	90.45				
London:																
West London:	2623	3713	2568	33.7	1839	24.13	1067	57.89	661	5.84	584	88.35				
East London:	742.4	1340.1	3276	11.57	1784	71.98	7426	35.97	3248	2882	8778					

Outcome 4 - Stay Safe

Area	Maintain accommodation and avoid eviction				Comply with statutory orders and processes (in relation to offending behaviour)				Better manage self harm, avoid causing harm to others, minimise harm/risk of harm from others					
	4a Number with need	4a % with need	4b Number with need	4b % with need	4c(i) Number with need	4c(ii) % with need	4c(iii) Number with need	4c(iv) % with need	4d(i) Number with need	4d(ii) % with need	4d(iii) Number with need	4d(iv) % with need	4e(i) Number with need	4e(ii) % with need
London	93	75	70	78.49	15	12.1	11	73.33	11	8.97	8	6.45	7	87.5
Borough of Harrow	69.7	58.17	74.5	74.52	146	8.06	93	67.19	108	6.08	84	77.72	88	74.16
London:														
West London:	2653	3053	1052	37.74	22.97	22.97	297	297	2324	23.24	2324	23.24	2077	20.77
East London:	333.4	370.8	18.08	12.04	24.63	18.43	26.82	18.43	2492	18.43	2086	14.82	1482	14.82
London England:	1688	1831	724	42.8	907	75.35	806	485	1645	2492	1482	84.13	1482	58.31

Outcome 5 - Make a Positive Contribution

Area	Greater choice and/or involvement and control at service level and within the wider community		5 Number with need	5 % with need
	5a Number with need	5a % with need		
London	83	66.94	77	92.77
Borough of Harrow	49.41	77.7	88.6	88.6
London:				
West London:	4533	59.57	3793	83.56
East London:	28218	57.71	23464	83.19
London England:				

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Appendix 7

ACTION PLAN 2007/08

Strategic objectives

What?	How?	Progress @ November 2007
<p>Priority 1. Establishing a legacy for SP services</p>	<ul style="list-style-type: none"> - Procure new services in line with our commissioning priorities and the Harrow Supporting People Strategy. - Continue to monitor contracts in line with locally agreed expectations and the action plans agreed with each Provider, ensuring that all services achieve continuous improvement. To adopt the risk based common West London contract monitoring process that is based upon the Harrow model for self assessment in order to achieve this. -To remodel existing services as appropriate in response to the service reviews - To develop an approach to integrating SP funding into the LAA by 2009 by working with corporate colleagues to anticipate this change. - To develop single points of referral for SP services. – 	<p>All services were procured according to timetable</p> <p>The 07-08 annual contract monitoring programme is underway and will run between Oct 07– March 08.</p> <p>To achieve better use of resources, we have remodelled a number of provisions Anmer Lodge, DV provision, YMCA provision.</p> <ul style="list-style-type: none"> - Papers have been submitted to senior management team and LAA leads about the SP options post LAA. - This work has been scoped and agreed by the CB. Implementation depends upon CLG

	<p>priorities being for Ops services and floating support .</p> <ul style="list-style-type: none"> - Begin to provide a supply of 'resettlement' and 'move on' support provision to ensure that people move between high needs and lower needs provision e.g. LD. - To continue to work closely with provider representatives and facilitate the development of the Provider Forum including opportunities for sharing good practice and involvement in appropriate decision-making -To work with service users and service user representative groups to improve the engagement of service users in the governance and service development work of Supporting People in Harrow. - To achieve this user consultation through a programme of consultation groups. - To roll out a process of outcome based monitoring that responds to the 5 outcome domains defined by CLG. And to review our IT 	<p>agreement on use of programme grant resources.</p> <ul style="list-style-type: none"> - New LD Provision has been commissioned and is now operational. - This work is ongoing with more engagement and leadership from the Provider reps. - SP held a successful Service User forum the output of which will inform the SP strategy refresh. SP have also put forward two service users to become peer reviewers through a training course run by BHUG. - CLG outcomes reporting rolled out to all providers. - IT system reviewed with the intention to move to a different system.
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	capability for delivering this.	
Priority 2. support the new shape of social care services	<ul style="list-style-type: none"> -To invest in Resettlement services to ensure that there is movement through services - To develop EMI services in conjunction with Social Care colleagues 	<ul style="list-style-type: none"> - DV resettlement worker now in place. - An EMI floating support service is now operational
Priority 3. Develop a local Procurement policy	<ul style="list-style-type: none"> - A local SP procurement policy has been developed setting out the principles and plan for procurement of new services and the post steady state contract phase. The full policy will be available through the SP team. 	<ul style="list-style-type: none"> - This policy has been agreed in line with agreement to opt into the West London Procurement exercise to ensure better VFM
Priority 4. Commission new services	<p>To deliver the commissioning priorities defined in table 2</p> <ul style="list-style-type: none"> - To assess the impact of the short term services that have been commissioned - To jointly 	<p>See update in Table 2.</p> <ul style="list-style-type: none"> - The resettlement service for DV was assessed and

	<p>commission services where appropriate within Harrow and across West London</p> <ul style="list-style-type: none"> - To strategically review the Learning Disability and Mental Health provisions as part of the contract monitoring process, and commission additional provision - including more LD floating support and independent living provision as well as exploring the use of area based community support networks 	<p>mainstreamed. The assessment of the handyperson service will be available by Dec 07.</p> <ul style="list-style-type: none"> - This will happen through the contract monitoring programme. - Additional LD provision has been established.
<p>Priority 5. Reconfigure Older People's housing support</p>	<ul style="list-style-type: none"> - To continue to deliver against the recommendations of the Older Persons Housing review – to reconfigure Older Peoples provision to provide more floating support and extra care options and remodel the existing sheltered provision 	<ul style="list-style-type: none"> - SP has been involved in the development of the extra care option, has established Older Peoples floating support provision for Owner occupiers and has developed an eligibility and needs assessment to be implemented in conjunction with a review of warden services.
<p>Priority 6. Continue</p>	<ul style="list-style-type: none"> - To use the CSG to co-ordinate 	<ul style="list-style-type: none"> - This has been part of

<p>to develop Needs mapping</p>	<p>needs mapping collection for housing support needs. -To learn from and contribute to needs mapping and needs exercises and analysis e.g. Housing Needs Survey, to ensure that Supporting People can make the most effective contribution to the pattern of services available for vulnerable people in Harrow.</p>	<p>the CSG agenda to work with Housing and Social Care colleagues to start to set priorities for supported housing.</p>
<p>Priority 7. Ensure that BME and other Diverse groups needs are met</p>	<p>- Monitor and Work with providers to ensure fair access and diversity is a central part of their service.</p>	<p>- This is part of the contract monitoring process and will be part of the agenda for future provider forums. - SP is funding a pilot project for support for the Somali community.</p>
<p>Priority 8. Align the plan with the other commissioning and procurement functions</p>	<p>- To work with Joint Commissioners, Social Services Commissioners and Housing to ensure that the work of Supporting People is effectively integrated with that of other services and makes a full contribution to achieving the corporate and strategic partnership priorities of the council.</p>	<p>- This work is ongoing as demonstrated in the EMI tender and move to sheltered housing assessment.</p>

	<p>Particularly on the assessment of need for sheltered housing; the London Councils pilot to streamline Social Care, Housing and Benefits assessments ; and Individual Budget pilots.</p> <ul style="list-style-type: none"> - Participate in the West London DV review. - Work with OP services to pilot Individual budgets for SP. Run the pilot with 2 providers who bid for the pilot in the new year. <p>To seek efficiencies by procuring services in conjunction with WL colleagues and with a Strategic approach</p>	<ul style="list-style-type: none"> - SP has been inputting into the WL DV review and has reconfigured DV services. - We have not been able to get permission from CLG to run this pilot outside of their pilot schemes - We are signed up to the West London procurement exercise.
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Appendix 8 - Information Update

1. Procurement Project - Conclusion of West London Joint Procurement initiative

The West London joint procurement initiative that Harrow has been part of has concluded.

The project has delivered a framework agreement with a number of preferred providers for a range of floating support and accommodation based support services for all vulnerable groups except Older People and Learning Disabilities.

Harrow will sign an access arrangement with H&F and K&C to be able to use the framework agreement to procure services without tender in future where appropriate and in line with the Harrow procurement strategy.

The project is being put forward for a number of local government awards.

2. West London Move On initiative

The lead officer for Harrow is leading on a Move On review for West London. A first draft is near completion, the following recommendations have been made.

1. That West London SP teams consider commissioning a West London Floating support service to support Move On into the private sector. Explore the possibility that this could be procured through the WL framework or VIP project.
2. Develop a common move on assessment template based on the Brent & Harrow work to be adopted across West London as an addition to the common assessment form developed by H&F and K&C
3. Production of an educational Move on pack targeted at support workers – in conjunction with the Lookahead Promoting Private Rented Sector (PRS) project.
4. Dialogue with Providers about providing Move On accommodation within their stock.
5. Boroughs to consider reward linked to move on in line with proposals from the West London Performance management group.
6. Using the Letstart project as the means of procuring Move On alternatives in the private sector.
7. Working towards the agreement of a unified WL private sector scheme price for rent deposits.
8. Repeat and refine the Move On survey exercise on a six monthly basis to track the position in terms of supply.

3. SPOCC IT system

The SPOCC system is now fully installed and effectively operating for payment runs.

The team is updating contract and review data.

We will be able to use the reporting function to keep the CB better updated about finance and performance issues

The Lead officer would like to note the hard work undertaken by Tony Murphy to ensure an effective trouble free implementation of the system.

4. Stonham / RLETRA complaint – Conclusion of the Independent investigation.

There has been an ongoing investigation into a complaint from the Tenants and Residents Association on Rayners Lane (RLETRA) about the SP funded Stonham generic floating support service.

The complaint centred around the allegation that Stonham support staff had acted unprofessionally and that subsequent complaints were not dealt with appropriately.

No aspect of the complaint was upheld and recommendations were made about future representations from RLETRA.

SP team will be working with Housing colleagues, HOME and Stonham to take matters forward.

Stonham's service is fully utilized.

5. HAWK worker

The HAWK worker is in post and has the following targets to deliver against :

- i. 100% utilisation of SP funded Offenders provision in Harrow
- ii 80% of SUs to receive advice on private renting
- iii. 30 Sus to move into private sector housing options
- iv 120 interventions in year
- v. Contribution of the service to NI 30 / NI 143 + NI 140 NI 17 NI 7

6. Temporary Accommodation schemes

Housing colleagues are developing a specification for a support service for Vernon Lodge once developed the introduction of the service will be negotiated on with Lookahead.

Proposals agreed by CB for short term funding for a TA floating support service will be delivered by accessing and calling off the WL framework agreement.

7. Intensive MH provision / reconfiguration of Floating support services

MST have agreed to develop a dual diagnosis service by reconfiguring their Mental Health and D&A floating support provisions within the next 3 months.

8. Innovation funding

The CB agreed to an innovation funding pot to deliver against the following outcomes. A specification has been developed and bids will be invited from providers in May 2008.

9. Programme Administration

Parminder Masson has joined the SP team from 7th April as a full time project officer.

10. SPOR

The Scoping work for the Single Point of Referral has been completed. Work on developing the SPOR is targeting a completion date of Dec 08 to have a service in place.

11. Child Protection QAF standard

A Child Protection QAF standard has been developed by West London Supporting People colleagues. The CB are asked to agree that from the contract monitoring round 08/09 the SP team will be monitoring all providers against this and expecting level Cs to be achieved.

12. Individual Budgets

Civis consultants Shaun Bennett and Kate McAllister are doing some work for CLG specifically looking at IBs and SP.

The report looks at 13 IB pilot sites, identifying issues raised for SP by the IB pilots- , problems, and good practice which could be adopted elsewhere. The report will contain a list of all the key issues which need to be considered by LA's re SP and Self Directed Support. Their report is due to come out in August, at the same time as the DOH evaluation of the IB pilots. The CLG will be organising events in July about the issues specifically for SP teams.

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