

Supporting People Strategy

The London Borough of Harrow

2005 to 2010



London Borough of Harrow

Supporting People Strategy 2005 – 2010

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1. Executive Summary

a. The London Borough of Harrow and the Supporting People Programme

The Supporting People five-year strategy in Harrow builds on the work we have been undertaking since delivering our Supporting People Shadow Strategy in 2002. The Supporting People programme went live nationally in April 2003. Harrow had set out a clear framework to deliver the programme and our Shadow Strategy had been rated as 'Good' by ODPM.

Harrow is a culturally and economically diverse community. It is an outer London borough with a considerable amount of new house-building activity to meet the requirements of its growing population. It has a total population of 206,814. Nearly 78% of households are either owner-occupiers or buying their own home, which equates to one of the highest levels of owner occupation within Britain.

Although Harrow portrays a leafy image it does have conspicuous pockets of deprivation mainly in the south of the borough.

To ensure that the needs of Harrow people are addressed in a holistic forward thinking manner the Harrow Local Strategic Partnership (HSP) was established in 2003 building on the earlier Harrow partnership. The vision and core objectives of this partnership are laid out in more detail within this Strategy document.

These core principles are now the drivers to the development of the Supporting People programme as we move through the next 5 years. The Harrow Supporting People Programme is one of many delivery programmes charged with the responsibility of improving people's quality of life and sustaining the community in the long term. It is underpinned by ensuring; that those who are the most vulnerable groups should not be socially excluded and receive services which promote social inclusion and diversity.

The structure of this document will set out the vision for Supporting People, which was developed, by the stakeholders and users of services at the Inclusive Forum in December 2004. The vision sets out a clear plan for the direction of services, based on clearly identifying the needs of all those who need housing related support in Harrow not just those who are living within social housing.

b. The Harrow Supporting People Programme vision.

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

Harrow Supporting People programme will receive a grant for 2005/6 of just under £3.5 Million. This is a reduction of 3% of the 2004/5 grant. The reduction is due to the requirement by government to make efficiency savings on our budget. These efficiency savings affect all Supporting People programmes nationally. More detail of this can be found within section 2 of this strategy. We provide 1870 units of housing related support through 103 different services. The services we provide are mainly within supported housing accommodation based services although we have over the past years been moving to a more flexible floating support model. This direction will continue to offer a variety of choice for those who have previously been unable

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access housing related support due to their tenure. We also want to ensure that our services are accessible to B&ME communities. 41% of the Harrow population are from B&ME groups. We presently only have 103 units of specifically designated B&ME provision. We need to work with our partners and providers to ensure that diversity is at the heart of delivering services and that where appropriate we develop specialist services for those from B&ME groups.

To ensure we achieve our savings we must not become lax on quality. We are committed to continuing to demand the delivery of high quality and effective services. We have set clear structures in place to ensure the best possible outcomes for those in Harrow who are in need of housing related support now and in the future in a value for money regime.

This document will review and update you on:

- How we are ensuring the strategic links and interfaces are at the core of all work in delivering both the programme objectives and the Community Strategy targets. (section 2 and 4)
- The improved decision making structure, (section 2)
- Our clear understanding on needs and supply (section 3)
- How we intend to plan for and develop services in partnership with other statutory agencies, providers and service users. (section 4)
- Our strengthened commissioning approach (section 4)
- Our progress on administrative tasks (throughout the document)

Following consultation on our priorities¹, understanding more clearly our supply and needs data and using our strategic interfaces, we have now completed our first years Annual plan for 2005/6². We are unable to go beyond this date until ODPM announce our funding allocations but we have a clear action plan contained in section 4 of this document which we will need to address over the next five years.

In January 2005 we had our first Supporting People Inspection, undertaken by the Audit Commission. This is a joint inspection process between the Housing Inspection service, Commission for Social Care Inspection and Her Majesties Probation Service Inspectorate. Although we have not had the final outcome report of their inspection, the feedback so far is positive. We have achieved a great deal since starting to develop our programme back in 2001. In the last two years we have worked hard to build relationships with providers and key stakeholders to ensure that this programme is built on trust and a shared vision. We have developed new services and implemented robust processes to ensure the management of the programme is of a high quality. But we do have challenges ahead and areas where we need to improve and increase choice and accessibility for the vulnerable people within our whole community.

We sent out our draft strategy for consultation in December 2004 and since then have been updating and amending its structure, contents and ensuring its direction is appropriate to Harrow based on all the responses. We have involved as many people as possible within this process and a list of some of those who have been consulted is contained in Appendix 5 and 6.

¹ Section 3
2. Section 5

HARROW SP Strategy 2005-2010

This strategy will be our working plan to achieving our vision for the future. It will be reviewed annually and a new Annual plan for each of the following four years will be delivered about this time every year when we know our likely budget.

The Strategy has been approved by our Harrow Supporting People Commissioning body and Elected Members Panel. The final stage is we submit this strategy to ODPM by the 31st March.

This is not the end of the process but the beginning of Harrows Supporting People Programme focussing on improving the quality of life of those who presently and in the future will use the housing related support services it provides.

2. Introducing Harrows Supporting People Strategy

Introduction

Introducing Supporting People

The Supporting People Programme first went live on the 1st April 2003. Supporting People is a programme that funds and strategically plans the provision of housing related support within a specified Local Authority boundary (in our case the London Borough of Harrow). The aim of the programme is to fund low level housing related support services which prevent the need for vulnerable people in that area having to access more highly intensive or institutional services. The Office of the Deputy Prime Minister (ODPM) has issued Grant conditions to which the Administering Authority of the Grant must adhere. These define what services can and cannot be paid for by the grant issued and the processes, which must be in place to ensure robust administration.

Each Local Authority must have in place a clear structure for managing and distributing the Supporting People budget and we will demonstrate in the next chapter how Harrow has established its partnership structure.

One of these requirements is that the Local Administering Authority and the Commissioning Body should produce a 5-year Supporting People Strategy. This explains what the key housing related support priorities are within the area and sets out how the programme will be managed effectively and efficiently over the next 5 years. The Commissioning body also has to produce an annual financial plan to ensure that the financial processes are transparent and clear to all. This is covered in more detail in Chapter five of our strategy.

The Shadow Strategy produced in March 2003 has guided the London Borough of Harrow through the first two years of implementing the new programme. We have been bedding down the processes and structures set out by the Office of the Deputy Prime Minister in their administrative guidance and the raft of other supporting guidance issued over the last two years.

We now must move the programme forward and demonstrate how this will be locally managed and owned to ensure we reflect the specific needs and requirements of the people of Harrow.

We must work to ensure the partnership is a robust and focused one strategically and that our services are funded in a stable and cost effective way. We must make best use of the resources we have and improve our joint planning processes to enable housing related support to compliment and support other more intensive packages of housing, care, support and education. We were recently inspected by the Audit Commission on the way in which our programme was run and managed. This was a positive experience and has helped us identify the areas we do well in and the areas we need to improve on. As yet this Supporting People report has not been released but we are sure that Harrow will be seen as a positive and improving programme.

There have been many developments within Harrow over the last two years since Supporting People went live. The New Harrow project has gone live and is

developing a clear vision and way forward for how all the partners in Harrow work together to deliver improved and high quality services which will sustain and support the community as a whole. The Local Strategic Partnership (LSP) delivered its community strategy setting out the key aims and objectives, which we all should be focussing on. The essential task now is to ensure that all the key delivery programmes achieve the targets and objectives set out in the Community Strategy. Supporting People in Harrow is one of the programmes and we must demonstrate how this programme will promote and deliver services to the most vulnerable members of our communities support the Community Strategies vision and aims.

'A borough that is safe, clean, healthy and prosperous, with equal life opportunities for all – a friendly and vibrant place to be'. (Community Strategy for Harrow – May 2003)

To develop the Harrow Supporting People vision we presented a number of suggested options to our inclusive forum on the 3rd December 04. The forum is composed of service users, carers and stakeholders as well as providers. We are proud of the high level of service user involvement, which is currently running at 30%. The service users were clear as they were in producing our Shadow Strategy vision that they wanted to develop and own this vision. Hence the day was spent ensuring that the vision reflected this. The following vision for Supporting People in Harrow was developed and agreed by all at the Inclusive forum and has been agreed by the Commissioning Body within Harrow.

a. 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
Introducing Harrows Supporting People Strategy

b. How will this vision be delivered?

To effectively implement this vision we must see Supporting People like many other service programmes as a way of achieving and delivering for both present and future people who may at some point in their life need housing related support. We must also take account of the cross boundary needs as people move from one area in West London to another for work or to be close to family. We must also review how we work within the wider London and National context as a number of our services have been designated by the ODPM as being of National and regional importance.

The Harrow Strategic Partnership launched their Community Strategy in May 2003. This sets out clearly the way in which the statutory, public, voluntary, community and business sectors will work together to achieve a better life for all within the Borough. This must work towards a new framework, which will guide the core principles and agreed outcomes of the Supporting People Programme. It must also steer the priorities we must set over the next five years. The result of this new approach will be a much more transparent process of considering how the service reviews linked with the strategic relevance and future needs are addressed. It will also inform the

pace of change which we must consider for existing services and for the commissioning of new services.

The Government requires us to look at our services and the mix of provision we have in place in a way, which reflects the whole communities' needs. Many of the services which Harrow now contracts with for Supporting People were developed in an unplanned way over many years. This is not to say that they may not be strategically needed now but we must ensure that as expectations and aspirations of service users have changed and the general profile of needs has expanded we need to explore in more detail our services including a range and choice for people with wide and varied needs.

The ODPM is reviewing how it will distribute Supporting People grant funding in the future. This means we have to be focussed and ensure that our services are meeting present needs and be flexible enough to meet need in the future. To do this our approach must change in how we plan and commission services. This must be done using a partnership approach between service users who can express their needs, providers who can be innovative to produce the high quality services based on clear direct specifications from the commissioners within the Harrow Supporting People Commissioning Partnership. This is in line with Government objective of mainstreaming the programme. They want us to implement this new approach and Harrow Commissioning Body whole-heartedly welcome this fresh approach. We will discuss in the following sections how in reality this will be achieved using a variety of different methods including reviewing our internal administrative and decision-making approach and in our contracting of services.

Supporting People nationally has been scrutinised for its cost effectiveness by The Treasury and the £1.82 billion budget initially transferred has had, like many other budgets, to make efficiency savings. But The Treasury also wanted to know exactly what was being paid for by the budget and whether this was effective use of public funding. Resulting in 2005/6 budget being set at £1.72 billion and £1.7 2006/7 and £1.7 2007/8. ODPM published a report in January 2004, which looked more closely into the costs of services, and whether they were actually meeting needs. The key finding of his report was:

'Although I am persuaded that £1.8 billion is too much to pay for the legacy provision, it is not clear to me that it is too much for the needs of the vulnerable groups in this country. There is undoubtedly unmet need for vulnerable groups just as there is in other areas of public services. The SP stakeholders and providers should not expect that all unmet needs should be met as a matter of principle. It is for government departments to assess the unmet need and address that through their policies and priorities through the Spending Review Process.'

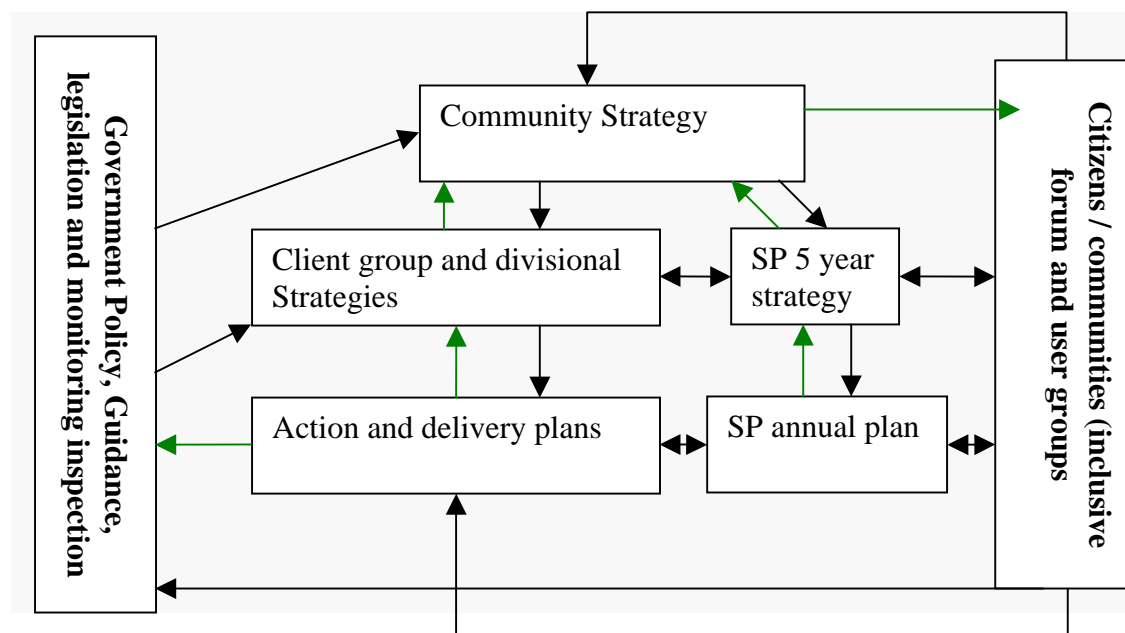
The introduction of a new distribution formula (which is still to be consulted upon) will start the pace of change to an allocating process. As yet we are not clear on the methodology or formula for this but based on early indications Harrow may benefit in the future.

The process now and for the next five years is to focus on positive outcomes and the most effective and efficient use of grant allocation. Harrows grant allocation for 2004/5 was £3,624,555.96. The new allocation for 2005/06 is £3,498,300.00. This is a reduction of £126,255.96 - 3% reduction in budget.

It is expected that for 2005/06 Harrow will need to make savings of approximately 5.5% to cope with efficiency savings imposed by ODPM and to cover inflationary

uplift for providers. We have undertaken a large piece of work to help achieve these savings and work with providers to ensure we achieve value for money from the contracting process.

c. Strategy development and consultation process.



The flow chart above demonstrates how we have aimed to meet the targets of Government and the needs of communities to inform a corporate understanding of priorities. Against each of these the individual service strategies will develop their strategies and plans acting as key delivery agents. This approach starts to drive our jointly owned and shared targets, which can only lead to strengthened ownership. The strategy development for supporting people must operate within this framework not only to ensure effective links and joins but to focus on making sure that the low level housing related support that Supporting People funding delivers, is complimenting other types of housing, health, care and education services. The stability of multi agency packages focussing on the needs of citizens, can only lead to a stronger promotion of sustainable and social inclusive communities.

We must also implement the findings and priorities of the wider review process. At present the London Borough of Harrow is conducting an Older Persons Review. It is also going through restructuring corporately as is the Primary Care Trust. The partnership of Children and Education services is forming and the new Harrow Project is bedding in. This all has an influence on the emerging priorities for the Supporting People Programme of the next five years. At the heart of this is the consultation with communities and key providers and stakeholders. The driver is needs led and Harrows Supporting People Commissioning Body is committed to meeting the needs, aspirations and expectations of its communities.

d. The Consultation process:

Process – Setting a context for Harrow:

We undertook a thorough consultation process including Harrow literature review of all related service level and corporate strategies, which provide guidance and direction of priorities for harrow, and needs headlines.

Evidence – limited availability of housing related support needs data prevents a clear set of numbers which demonstrates exact need but based on profiles of various client groups, information delivered by providers and strategic stakeholders, we are able to set out a range of service areas which need to be addressed over the next five years.

Survey – all Stakeholders including commissioners and outside advocacy and advice services (see Appendix 8)

Survey – all providers (see appendix 7)

Meetings and fora.

User groups and specific client groups

Commissioners and other stakeholder's seminars

Consultation of final document between December 04 and February 05

The consultation timetable is set out below:

e. Harrow five-year strategy consultation timetable:

Date	What	With whom
November 04 – February 05	Survey of all stakeholders in defining priorities based on needs evidence	All
3 rd December	Agreeing vision for Harrow	Inclusive forum, commissioners
19 th December	Draft Strategy delivered V! for consultation	Accountable officer
20 th December	Circulate Draft Strategy for comments	All Stakeholders, Providers and user groups
February 05 – March 14 th	All comments returned to Harrow supporting people team	Review comments, amendments and include appropriately in final strategy.
March 4 th 05	Commissioning Body meeting setting priorities based on	CB members
March 7 th 05	Final consultation with Stakeholder meeting	All stakeholders
23 rd March 05	Supporting People advisory panel	Elected members
31 st March 05	To ODPM pending Harrow Cabinet sign off	
14 th April 05	Cabinet to sign off Strategy	LB Harrow Cabinet

f. Outcomes of the survey of all Stakeholders and providers ³

The returns represented 47% response rate from providers and other stakeholders.

The survey focused on key areas:

Understanding better some of the challenges client groups are facing in terms of their housing related support and sustaining accommodation within the Community.

Gaining a local view on the direction the strategy should take in terms of it priorities and key actions. Wider engagement of providers and other key stakeholders.

Providers were helpful in explaining some of the additional needs of their clients and the issues, which were being faced. The responses focused on:

- social exclusion issues,
- isolation, lack of suitable move on accommodation,
- difficulties accessing education and training
- Need for wider choice of flexible services, which respond to needs.

Most of the providers and stakeholders who responded had attended inclusive forum meetings. Those who had not previously attended meetings focusing on Supporting People in Harrow were keen to attend in the future. The priorities, which we have developed, reflect closely the needs identified by providers and stakeholders within the survey. The main areas were:

- Young Offenders and younger people with additional complex needs
- Culturally specific services for a range of different groups
- More floating support services for a range of potential users particularly those with Mental Health and complex needs

The detail of information we have gained back from our survey will help us look not only at the housing related support needs but also reinforces the broader links we have to make to build more robust support services to people who are vulnerable within Harrow. The development of a strengthened commissioning and decision making structure will continue to address the themes outlined above.

³ Appendix 5 for list of stakeholders surveyed

Section 3. Analysis of Supply in Harrow.

<i>Setting the Scene.</i>

a. Some basic facts about Harrow:

Usual Resident Population		
1991 Resident Population:		%
Total	201,234	
Males	96,818	48.11
Females	104,416	51.89
2001 Resident Population:		
Total	206,814	
Males	99,953	48.33
Females	106,861	51.67
Intercensal population change		2.77
People living in households	205,099	99.17
People living in communal establishments	1,715	0.83
Number of students away from home	3,183	
Area (hectares)	5,047	
2001 density (persons per hectare)	40.98	

1991 Resident Population is calculated using 2001 Borough boundary.

'Number of students away from home' is number of students and schoolchildren in full-time education who would reside in the area were they not living away from home in term-time.

Care must be taken when interpreting intercensal population change, as there have been changes in definition between 1991 and 2001 Censuses. The 2001 Census counts have been adjusted to account for under-enumeration.

b. Harrow the place

Harrow is one of London's most culturally and ethnically diverse outer London boroughs. A considerable amount of new house-building activity has taken place helping to meet the requirement to provide new and affordable homes for the growing population of Harrow.

The borough covers an area of nineteen square miles, with just over a fifth of the area designated Green Belt. It is located in the northwest of London and is twelve miles from the centre of the capital.

Nearly 78% of households in Harrow either own or are buying their own home, one of the highest levels of owner-occupied housing in Britain. Harrow's apparent attractiveness supported by its leafy image belies, however, the conspicuous pockets of deprivation mainly in the south of the borough.

c. Constitutional Arrangements

Cabinet is made up of ten elected members, including the leader and deputy leader. There are seven portfolio holders from Labour, and three opposition Members without portfolios - two Conservatives and one Liberal Democrat. The Supporting People Advisory Panel makes recommendations to Cabinet on the administrative arrangements for Supporting People including their responsibility in signing off this strategy.⁴

d. Demographics and Local Economy

The 2001 Census shows the population of Harrow stood at 206,814 with over 41% of residents belonging to a minority ethnic group. With a prediction of growth, the mid-year estimates for 2003 show the population rising to 210,700.

Over 37% of the population are aged over 45 and over 14.5% are aged over 65. This is offset by the fact that 23% of residents are 17 or under. More than half of all residents aged 16 or over are married and just over a third of households in Harrow have dependent children. Lone parents with dependent children make up 5.6% of all households.

A major factor affecting Harrow's vibrant local economy is the relatively high dependence on small business activities. In particular, Harrow has become one of the key areas of London for new business start-ups and business development. Combined with this, self-employment remains strong and shows little sign of abating in future years. Although this may suggest a picture of a reasonably affluent borough, there are noticeable differences across wards as shown in our 'Harrow Vitality Profiles' publication (July 2004), and Harrow as a whole suffers substantially more income deprivation than the national average.

e. Partnership Working

The Harrow Strategic Partnership (HSP) was formed in 2003, building on the earlier Harrow Partnership, with this vision:

- Work in partnership to make Harrow a better place to live, work and visit.
- Improve the quality of life of people in Harrow by working towards meeting the needs of the community.
- Trust, respect and value the contributions of partner agencies and work together to build on initiatives that are democratic, sustainable, enhance community cohesion and improve outcomes for local people.
- Recognise and embrace the diversity that exists in Harrow and encourage the community to be involved in the improvement and delivery of services.
- Work towards being inclusive by offering opportunities for stakeholders to contribute to the work of the Harrow Strategic Partnership.

f. Council's Policy objectives

Cabinet (29/07/04) approved the council's Improvement Plan for 2004/05. Taking a comprehensive approach, the plan draws together the different strands of improvement activity taking place across Harrow and sets out a programme of further actions for 2004/05 and identifies areas to be addressed in future years.

⁴ Appendix 2 and 4

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The Improvement Plan is organised under 6 focus areas, which mirror those in the Corporate Plan:

- Environmental Priorities
- Strengthening Communities
- Lifelong Learning
- Health and Social Care
- A Prosperous, Sustainable, and Diverse Economy in Harrow
- Developing a Customer-Focused Council.

In essence, the council is driving its improvement priorities through the mechanism of the *New Harrow Project*. Launched in June 2002, the *New Harrow Project* has five priorities for action:

- The area assessment and delivery of a range of services (originally public realm but now includes regeneration, policing and community schools, encompassing social care, education and health)
- The achievement of financial stability to aid the planning and delivery of services
- A new organisational structure with the creation of four new directorates
- The creation of a new IT Strategy and partnership arrangements to update the IT support infrastructure to enable improvements in service delivery
- The establishment of a council-wide performance management system.

From the policy perspective, the *New Harrow Project* can be seen as the launch pad for the wider work required to improve the quality of life for local residents

The following chapter of this strategy will look at 3 main areas.

- The picture of current supply of housing related support services presently holding a Supporting People contract
- The estimated picture of need for housing related support services
- Where there appears to be gaps in current provision when supply and needs are compared.

g. Overview of Supply within Harrow.

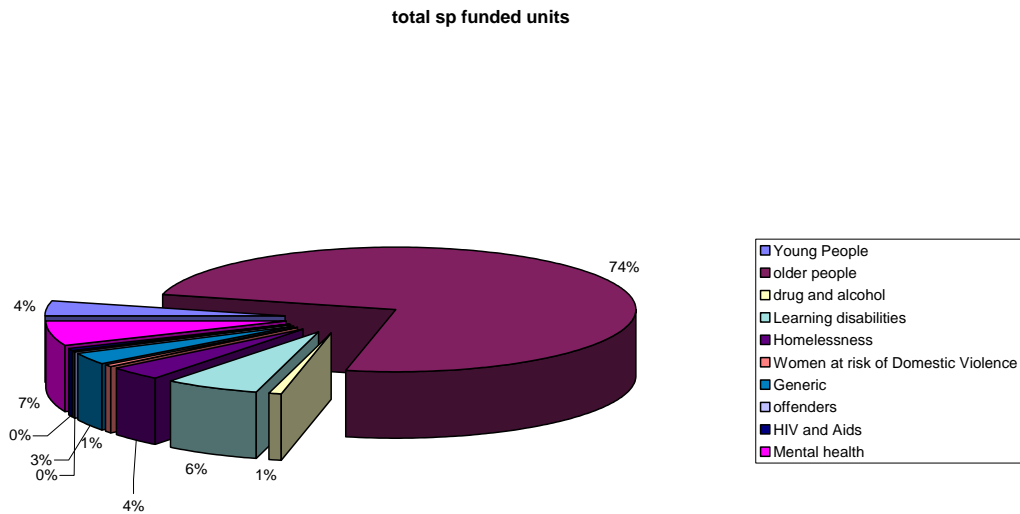
Supporting People has now been live for 18 Months. At the point it went live we delivered our Shadow Strategy which demonstrated the significant data collected from the various providers who were likely to hold the future Supporting People Contracts from April 2003. These interim contracts were duly set in place as per the guidance issued by the Office of the deputy Prime Minister. Therefore the new picture of provision is based on the contractual information, which we hold on each of those providers with a Supporting People Interim contract. The cost of delivering Supporting People in Harrow at present is approximately £3.6 million. The Programme grant allocation for 2004/05 was £3.6 million. The new programme allocation from ODPM for 2005/6 for Harrow is £3.4million. This is a reduction of £126,255.96 - 3% reduction in budget.

There are 103 services within the London Borough of Harrow 102 were original services which came within the Supporting People Programme criteria, i.e. that they had legacy funding which formed the Supporting People pot. The main sources of funding were SHMG (supported housing management grant – Housing Corporation, THBS Transitional Housing Benefit, PAGs Probation Accommodation Grant, Home Improvement Agency Grant – ODPM, The services are provided by thirty two different providers who hold contracts with Harrow Council who is the Supporting

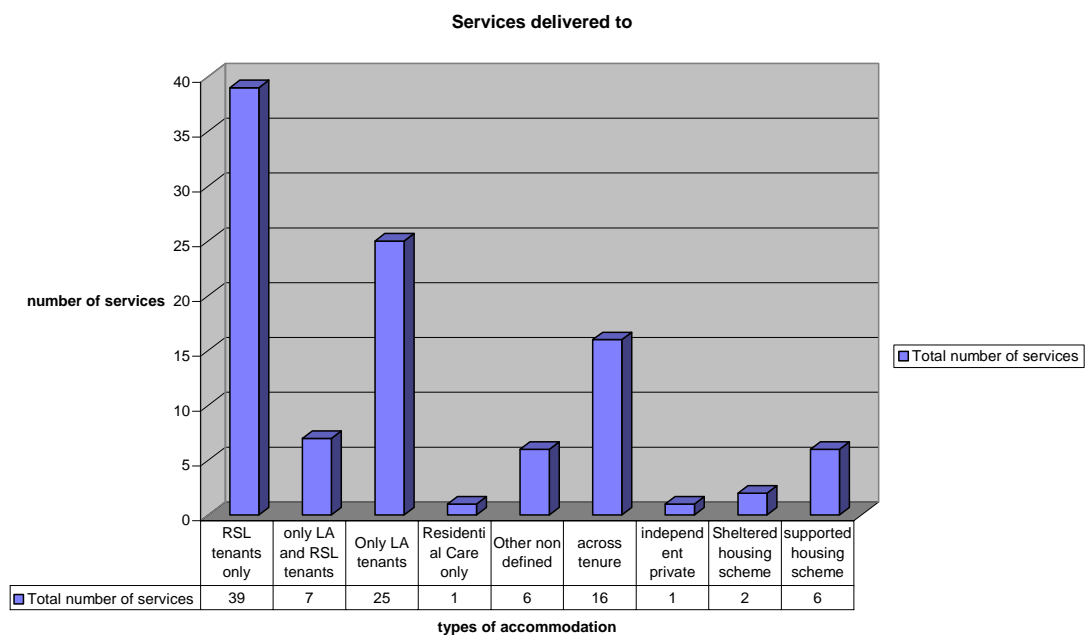
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People Administering Authority. In total they provide 1870 units of housing related support to vulnerable people within Harrow.

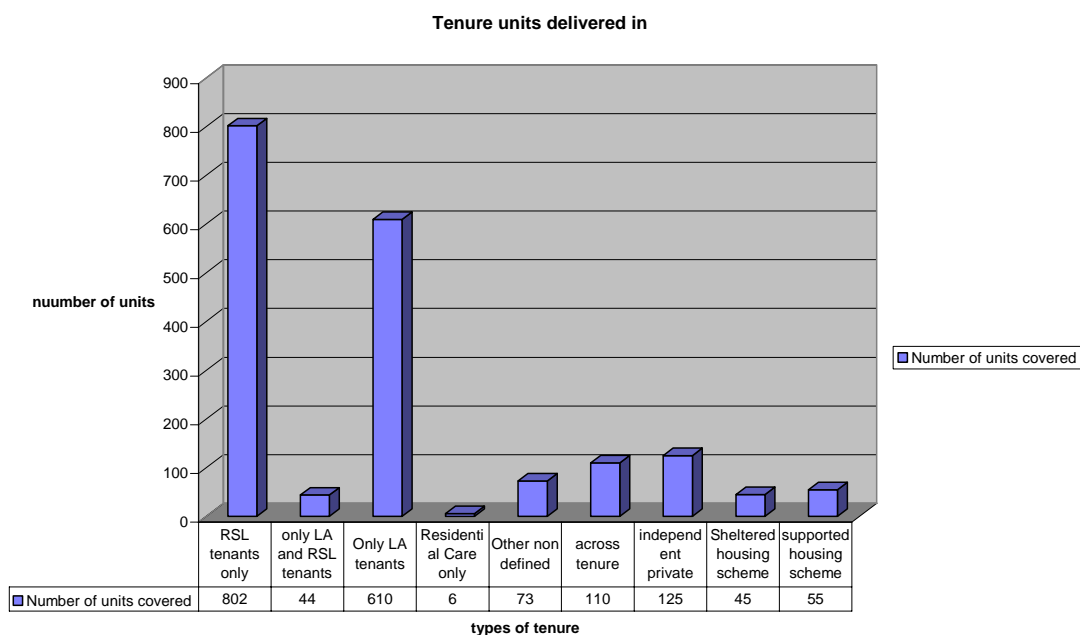
Who are these services for?



Where are the services being delivered?



How many units of housing related support is this related to?



There is one service which was set up after April 2003 under the pipeline funding provided by ODPM at the point of change for new services which were already in the plans for development. There are two other services within Harrow not included in the Supply Map but which have received pipeline funding but have not yet gone live. Both these services have recently opened. They are: - Teenage Pregnancy (Partnership with Brent) and Domestic Violence second stage move.

The contract regime which is now operating in Harrow supports the monitoring and review process. The Supporting People contract is key to ensuring that all the provision which we fund is of a high quality, value for money, and of strategic relevance to the area. The quality and monitoring and review process, which is underway within LB Harrow, is key to enabling us to meet the present and future needs of Harrow people. It is a rigorous process and must challenge the present structure of provision. Historically services developed in an ad-hoc manner as the diverse and various funding sources allowed. There was little strategic review of what to develop, where to develop and for whom to develop. The driver was getting money in from the most appropriate source to meet an assumed need, whether it was a joint priority in Harrow or not at that time.

We also have to have regard the needs and requirements of the broader West London Strategy and overarching pan London Strategies for various client groups and as a whole picture.

h. Cross Authority Aims and Objectives.

We shall address in more detail cross authority service provision later in this chapter whilst reviewing supply and needs in more detail. The main principle though is that Harrow is committed to working with our colleagues across West London and London as a whole. We are actively involved in the West London Strategy Group and the Association of London Government, which produces pan London Strategies.

The aims of the West London Strategy and the group of Supporting People Lead Officers who attend the group are to:

- Maximise the usage of existing services and accommodation in West London which address cross authority needs
- Increase access to move-on accommodation for people in receipt of cross authority support services living in temporary accommodation
- Improve the continuing availability of services for people with support needs who move from one West London borough to another
- Identify gaps in existing cross authority provision and jointly commission new services to address priority needs across West London
- Ensure that all cross authority services in West London are delivered to a consistent quality and represent value for money
- Develop the process of the seven West London boroughs working together, sharing information and developing common practices relating to Supporting People Issues.⁵

i. Draft -Supporting People Cross Authority Statement

– Association of London Government

London boroughs are working together to meet the specific needs of vulnerable people. It is widely recognised that while some people may want to move from their local area, certain client groups need access to services away from the area in which they live or have no local connection. This includes services where need is not sufficient to require provision in every London authority. To meet these needs London's boroughs will need to work together in the procurement and commissioning of services and also on service reviews to streamline the programme.⁶

j. Addressing the needs of harder to reach groups.

Harrow is committed to working to ensure that services within the borough are delivered to not only a high quality but in an equitable and appropriate manner. It is particularly keen to ensure that those who need services and are from B&ME groups have equal access and choice in the services, which they may wish to access. Although we cannot always ensure that a specific B&ME service will exist for each client group need we are keen to establish that where the evidence demonstrates a need for specific B&ME service provision we will progress this in conjunction with community representatives and appropriate providers. We are also clear that the services, which are not defined as B&ME specific, should be sensitive to the needs and requirements of those from B&ME groups. That all services must have robust

⁵ West London Cross Authority Services strategy statement – 2005

⁶ ALG draft cross authority statement - 2005

working practices and procedures, which promote equal opportunities, anti-discriminatory practices and value diversity. This is of particular importance when providing services for some of the most vulnerable members of the community.

West London has recently been sited as good practice by ODPM ⁷in its choice based lettings scheme Locata that supports homeless households to find a new home in West London.

The information is available on the website in 17 different languages and reflects the diverse range of ethnic groups in the area. This has been key to improving access to services for B&ME groups.

We must build on this approach within Harrows Supporting People Programme. At present we offer all Supporting People information on our website in a variety of languages to ensure that not only service information is available but also process detail and other documents are more easily accessible.

We will continue to work with Harrows B&ME Housing Reference Groups to research culturally specific service needs within the area and their feedback will inform our service reviews and expectations on performance outcomes delivered by our providers.

We have addressed in the following sections on clusters and client groups the specific needs of those from B&ME groups.⁸

k. Explaining methodology for reviewing supply, needs and gaps in provision

The approach in Harrow to take in reviewing supply, needs and gaps in provision is based on a cluster group model. The cluster groups are set out as follows and more detail is given on each client group in the rest of this section.

Cluster	Cluster title	Client Groups Covered
A	Older people	Older People with low level needs Frail Elderly Elderly Mentally Ill
B	Homeless and Prevention Services	Homeless Families Single Homeless Offenders Substance Misuse Young People and Care Leavers Domestic Violence Travellers Generic Services
C	Adults with longer term needs	Learning Disabilities Mental Health Physical Disabilities Sensory Impairment HIV and AIDs

The strategic overview and drivers for these clusters are demonstrated through the various government departments who take the lead.

⁷ B&MESPARTK – research 2005

⁸ For more detail Appendix 10 and 11

Cluster title	Government Department Lead	Some related strategy requirements by Local Authorities and Partnerships
Older People	Joint but with Department of Health acting as Lead	NSF – Older People Older Peoples Housing Strategies
Homeless and Prevention Services	ODPM, Home Office, DOH no single lead department on prevention issues. ODPM take lead on Homelessness duties.	Homelessness Strategies Teenage Parents strategies/action plans Drug Action Plans Children’s Service Plans Supporting People Strategy
Adults with longer term needs	DOH – lead with support from other Government departments	NSF – Mental Health Community Care Service Plans Various DOH guidance on Health and Social Care requirements

We decided to focus this analysis using clusters of client groups that would have some common strategic thread. This is for two purposes,
 To ensure that when reviewing and commissioning services we are doing so within the context of broader strategies.
 To ensure that when we consult with stakeholders and users as to demonstrating needs and strategic objectives we can bring together cohesive cluster of groups which have common themes and issues.

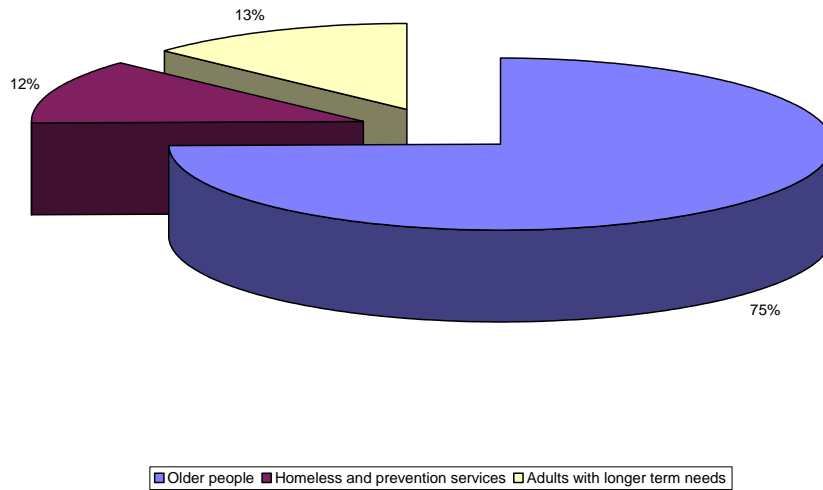
I. Cross cluster group needs.

The use of cluster does not remove the need to look across client groups. They focus on predominant needs of clients i.e. someone with mental health problems at the point they are made homeless and need to have a range of appropriate homeless provision. In the longer term their mental health requirements might demonstrate a need to access a service for resettling or supporting those with mental health problems, rather than homelessness problems or focussing on prevention i.e. is there a need to support those already living in their own home to prevent a crisis occurring. Through stronger commissioning and more robust needs planning structures, the view across client groups will be addressed and will be discussed in more detail within the strategic needs chapter in section 4. Cluster Groups also avoid unnecessary or inappropriate labelling.

m. Cluster Overview

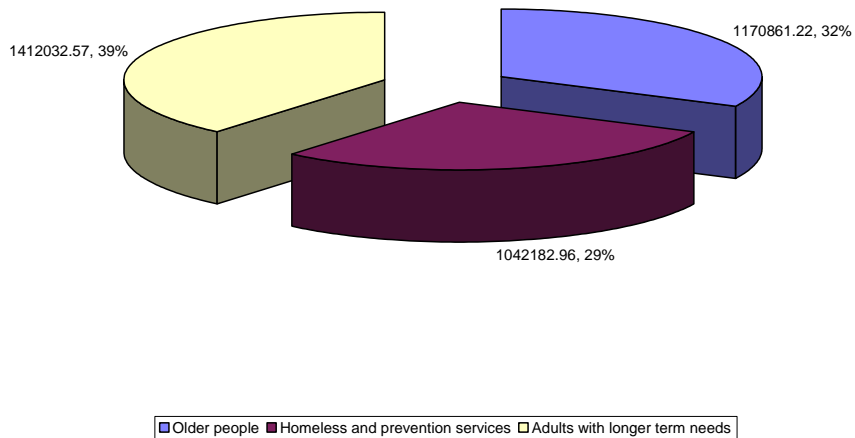
The following charts and information sets out an overview of provision by the cluster groupings.

Cluster group unit % split



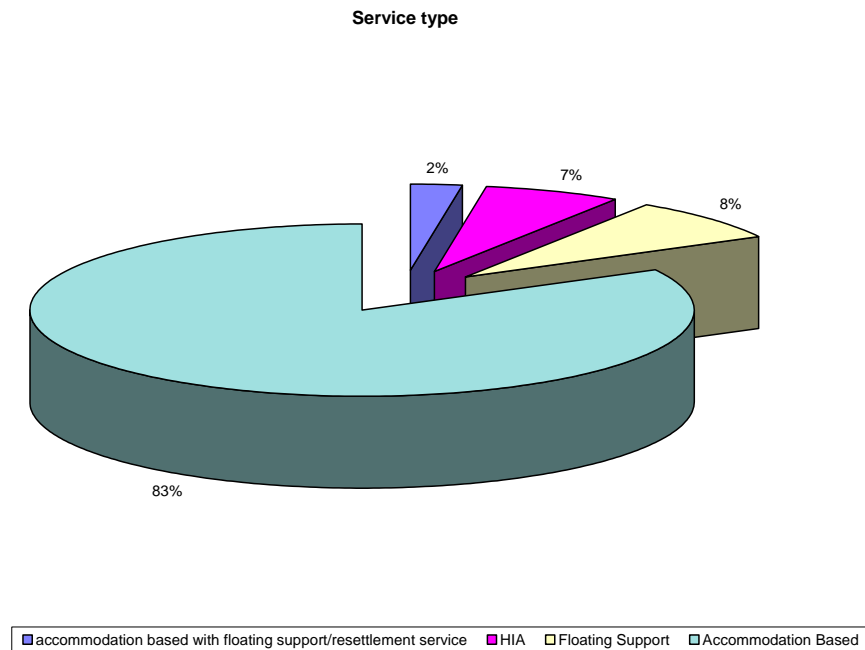
Overview of cost of provision of Supporting People Services by the Cluster Groupings.

cost of services 04/05

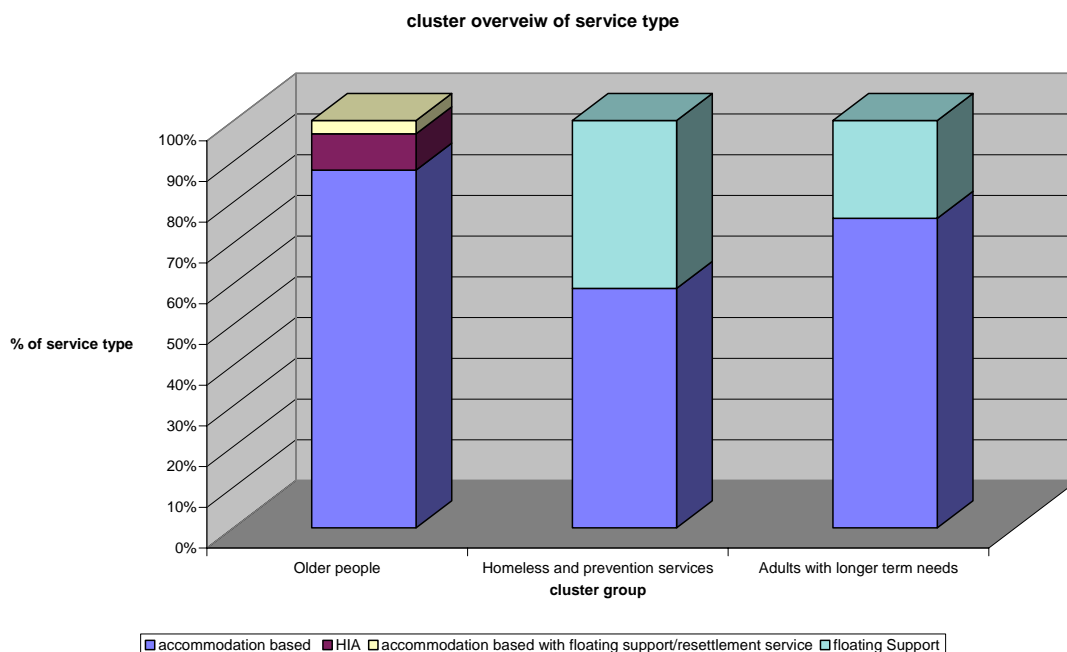


We can see that all three of the groups are reasonably evenly split in terms of cost but disproportionate in terms of the amount of available service provision. Older Peoples services forms, 75%of the provision within Harrow the remaining 25% being reasonably evenly split between the adults with longer term needs and the homeless and prevention services. We need to understand the type of service provision that is available within Harrow. The concentration of this will be demonstrated in some of the GIS maps in Appendix 15.

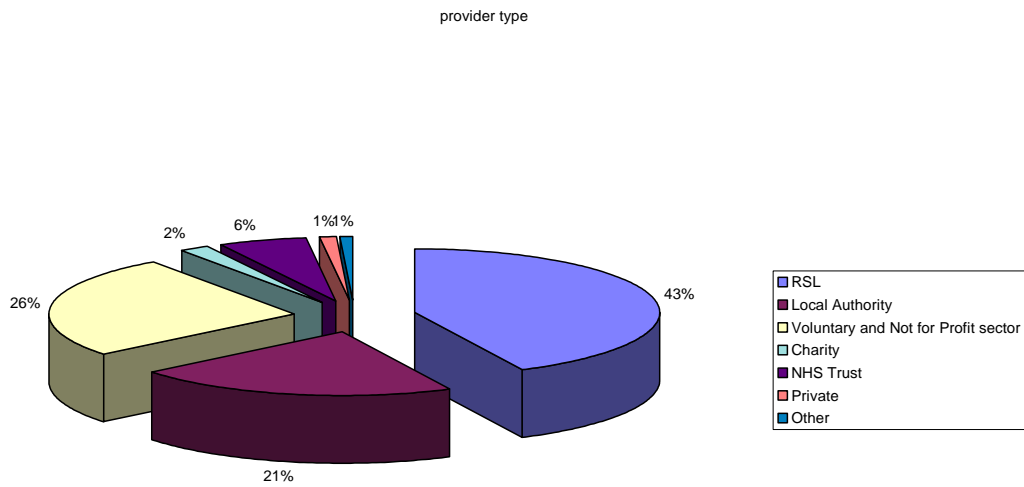
Service type overview:



Service type by Cluster Groups:



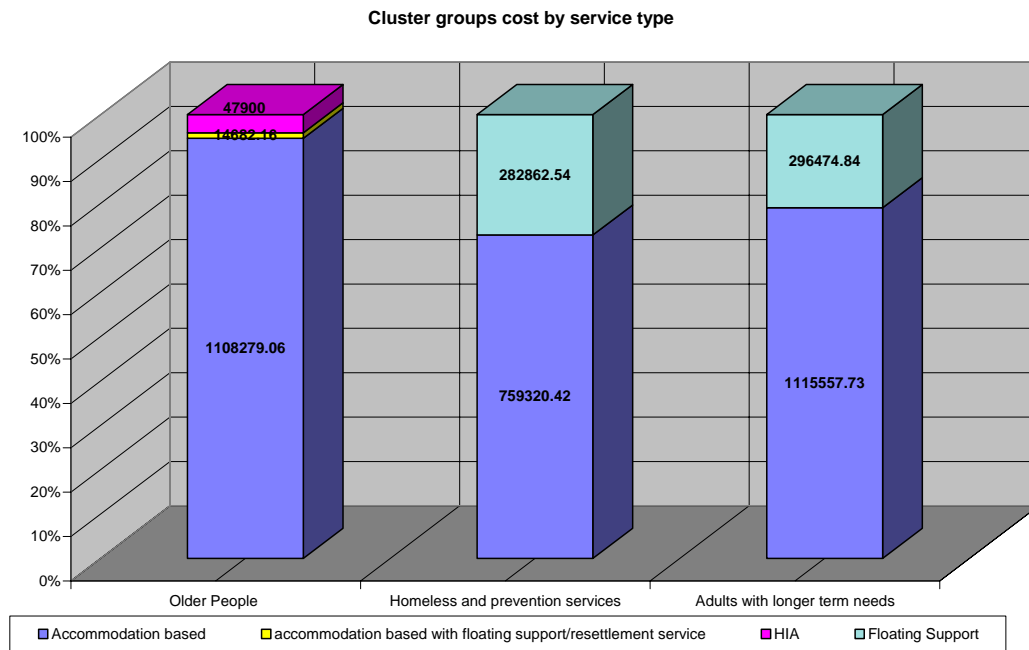
Who provides the services?



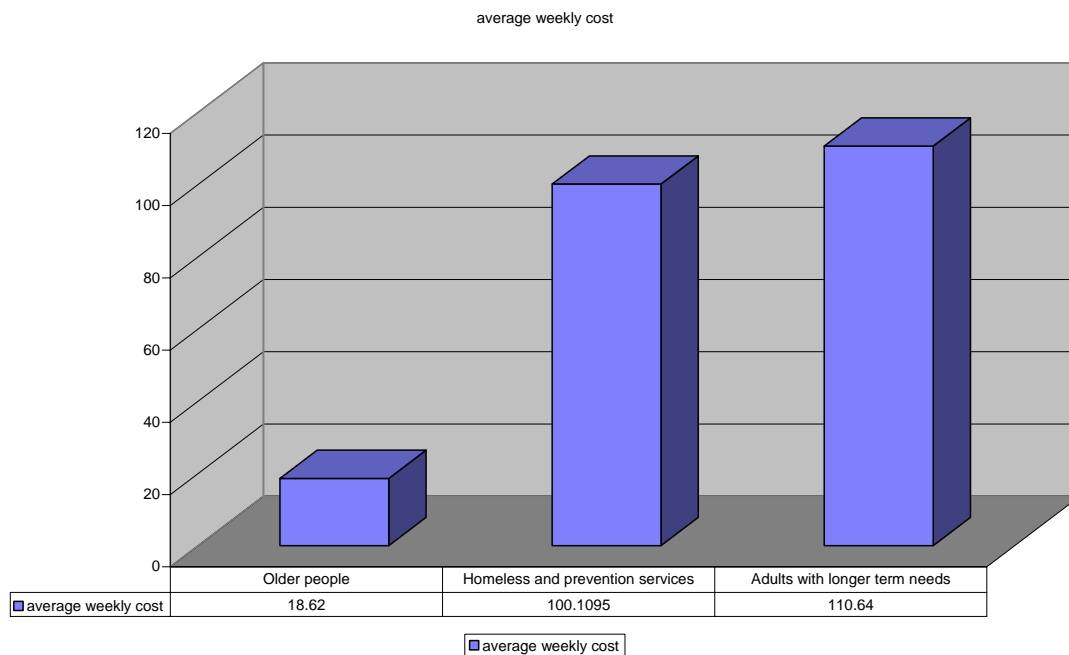
This demonstrates the sheer volume of accommodation-based services Harrow delivers as opposed to floating support provision. If we consider that the original intention of the Supporting People Programme was to divorce the bricks and mortar from the housing support service leading to a more flexible service delivery for those who use them. Our provision needs serious review as to how best to gain a balance between these two types of services. We need to consider the best way to support people within our communities, delivering more flexible services that are based on need rather than tenure

This in the longer term allows us to respond more appropriately to people's needs wherever they may live.

The following chart demonstrates the cost by service type within the cluster groups.



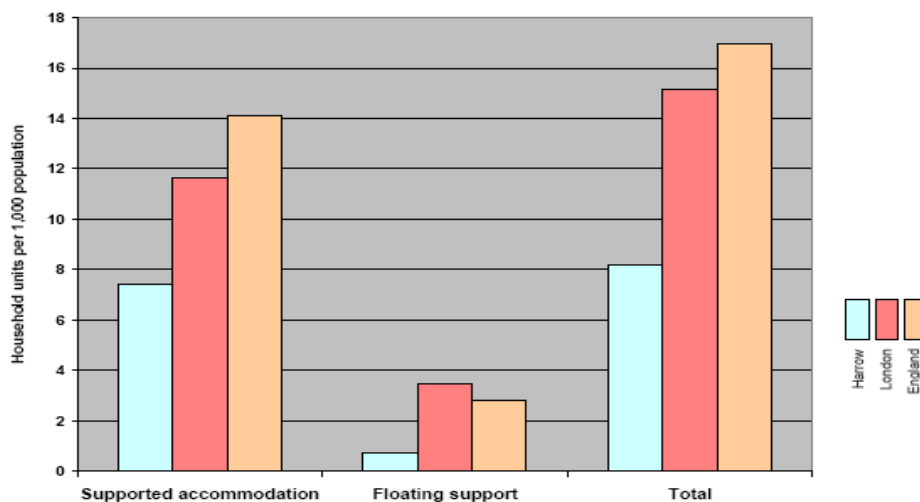
When reviewing the average weekly cost of each cluster group we find the following demonstrated.



Those with longer term higher level needs service cost are significantly more expensive than the longer-term needs of older people. We will start to research in more detail over the coming months using our value for money approach described in chapter 4 of this strategy. We need to understand how services are constructed and what exactly is being paid for from the Supporting People element of funding.

We need also to review the amount of provision compared with other London boroughs and England as a whole and comparison of cost per cluster group compared to other London Authorities.

Total service provision funded through Supporting People³



³ Source: Platinum cut data, ODPM November 2003. Excludes community alarms, home improvement agencies, leasehold schemes and pipeline services.

n. The general picture of provision :

- 75% of our service provision is for older people but the cost of this is roughly the same as the 13% of provision being provided to adults with longer-term needs.
- We have mainly accommodation-based provision 83%.
- There is a limited supply of homeless and preventative services, which presently only forms 12% of our total provision. This is demonstrated when we view it in relation to other parts of London and England. See above chart
- Although some of our services are outliers above and below the cost quartiles our average costs are well within the expected cost range. We have started doing significant work on what we are contracting for and starting to explore into what exactly services are delivering for the contract price.

o. Cluster A – Older Peoples Services:

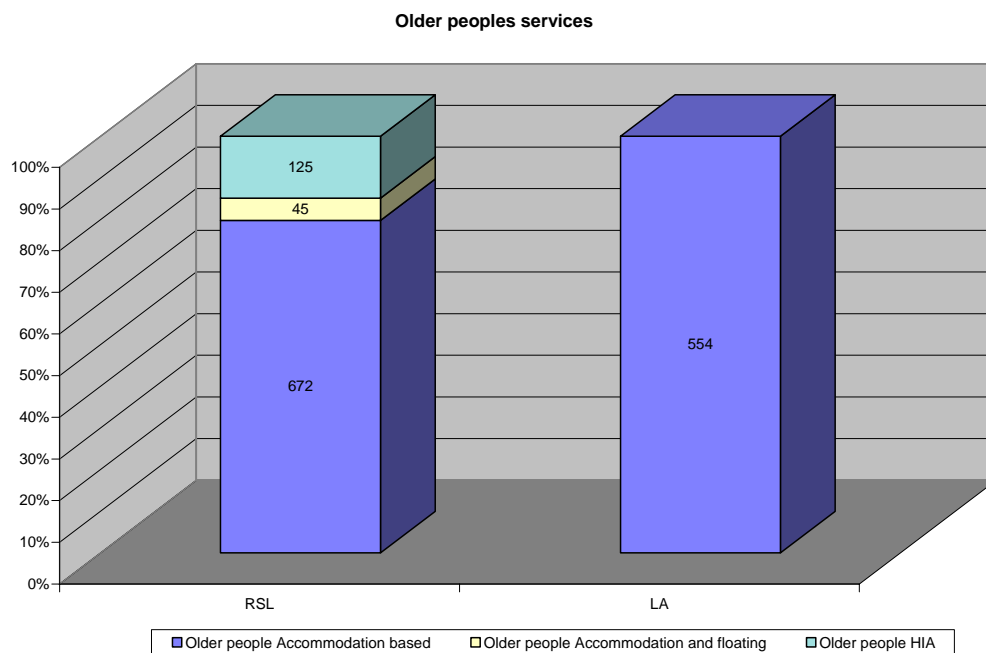
What have we got?

Cluster group	Number of units
Older People	1396

Sub client group	Number of units
Frail Elderly	66
Older People with Support Needs	1330

What types of services are provided and who provides them?

At present the council provides 554 units of sheltered housing. All of which is accommodation based. RSLs provide another 717 units of sheltered provision, some of which operate a floating support service. It also funds a Home Improvement Agency 'Staying Put' Scheme, that helped 270 people last year.



Service reviews:

We have completed our service reviews of sheltered housing and HIAs in Harrow. These are the two main services for Older People in the borough and are of key importance as they deliver to the majority of our Supporting People Service Users. We closely followed, the Quality Assessment Framework and service review guidance issued by ODPM over the past two years. The approach is extremely detailed and time consuming for both the providers and the Administering Authority. It focuses on key areas of work.

- Monitoring of Performance Indicators by the Administering Authority
- Self Assessment by the provider against the Quality Assessment Framework
- Validation visits by the Supporting People Team at Harrow.

The findings are for sheltered housing services: out of 17 providers reviewed the following scores were agreed. The follow up to this was a clear action plan and an expected level to be achieved.

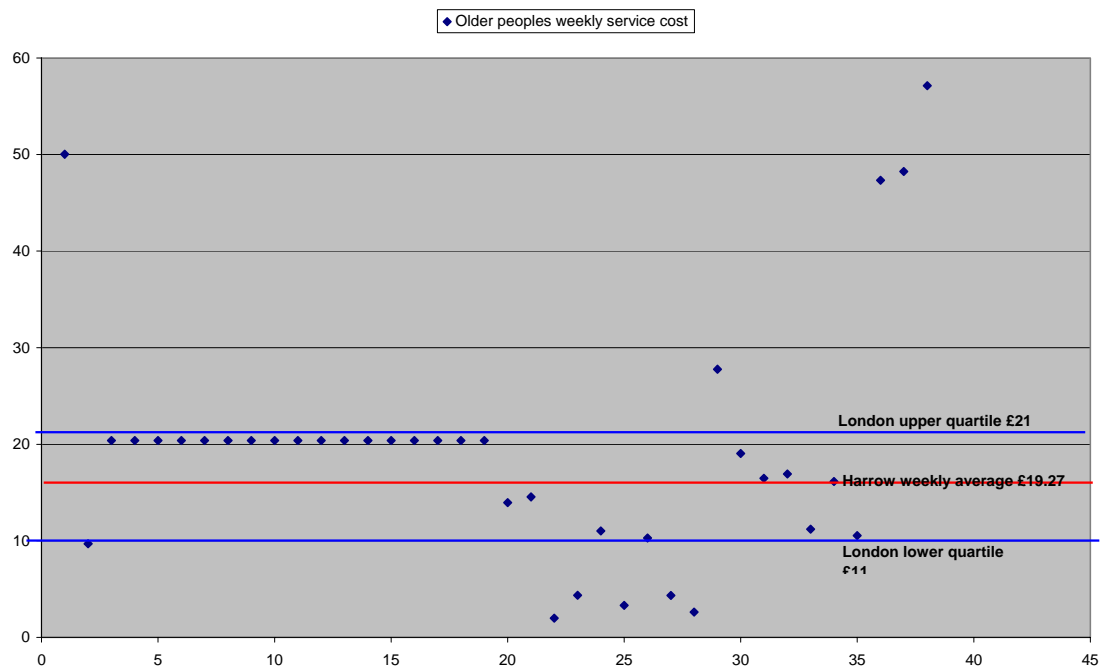
C 1.1 NEEDS ASSESSMENT AND SUPPORT PLANNING	C 1.2 SECURITY, HEALTH AND SAFETY	C 1.3 PROTECTION FROM ABUSE	C 1.4 FAIR ACCESS, DIVERSITY AND INCLUSION
D = 8	D = 12	D = 13	D = 8
C = 9	C = 5	C = 4	C = 9

The timescale for achieving the improvements are in the main six months. In Harrow we expect that services should be of a high quality and demonstrate effectiveness through the value for money objectives.

What are the costs of these services?

Harrow's Supporting People Administering Authority contracts for older peoples services presently cost £1170861.22.

The following chart shows the weekly cost of services for Older People who live in sheltered provision. It compares this cost to the London upper and lower quartiles and identifies the average weekly cost for Harrow residents.



In order that we can ensure that the contracts are delivering value for money in these services we need to investigate why there are differences in cost and what services providers are actually offering. The work we have started on value for money is used in conjunction with our longer-term contract negotiation work for Steady State Contracts. This work has already started. We can see from the above table that our average weekly cost sits in between the upper and lower quartiles for London as a whole. There is no available data to compare the costs of our floating support work and HIA services at present.

What are the estimated needs within Harrow for Older People housing related support services?

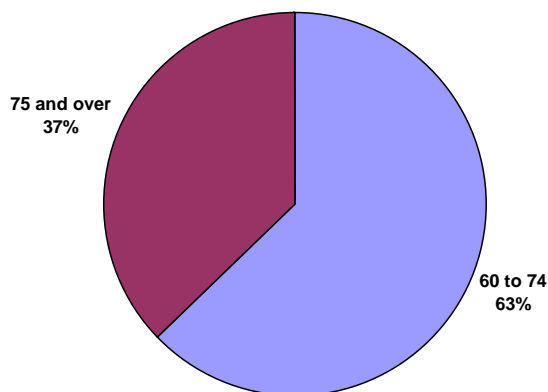
We must start to understand more clearly what services the older people in Harrow need and expect to support their needs. To do this we must be clear that our services reflect the makeup of the population. As we have seen 41% are from B&ME groups. We know that 80% of households are owner-occupiers.

Therefore we must address the balance – we presently have three B&ME services making up 72 units of provision. One of these services of ten units provides a very sheltered housing service.

Information on the Older People population of Harrow and their likely support needs.

People aged over 60 in Harrow equals about 21% of the population.

Older people within Harrow



37% of households in Harrow contain at least one person over 60. Although there would appear to be a significant availability of sheltered accommodation, which could respond to the needs of older people, there are clearly a number of gaps, which have become apparent. There are 72 units of Specialist B&ME sheltered and extra care sheltered housing. This is about 5.7% of the stock. Yet the B&ME population for Harrow is 41%. This is a key issue, which needs addressing. Likewise all provision except the Home Improvement Agency support is provided for in the social housing sector. The owner-occupier sector is some 80%, which again would indicate that people who own their own homes have limited access to support services when they are older.

Population projections for older people show an increase over the next ten years.

Percentage of Population aged

Percentage of Population aged:							
	2001 Projection	2001 Census	2006	2011	2016	2021	2028
45+	28.8	30.4	31.7	33.6	35.6	37.1	38.0
65+	17.2	14.3	14.8	16.0	16.8	17.8	19.1
75+	9.8	6.9	7.3	7.9	8.4	9.2	9.9

(Source ONS Census 2001)

In order to investigate some of these issues and review the best options for addressing Older Peoples needs in Harrow both for accommodation and support. The LBH have commissioned a full strategic review of Older Peoples Housing in Harrow.

Its key objectives are to:

- Identify opportunities for change so that housing services better meet people's needs/aspiration, local strategic priorities (promoting independence and a person centred approach) and make best use of resources.
- To review the current range of supported housing service options for vulnerable older people in Harrow to ensure the needs of the diverse local population are met
- To make recommendations for a future work programme, including pilot projects, service options and initiatives, which complement other programmes and form the basis of an older persons housing strategy.

Until this review has reported with final report due in March 2005. Supporting People is unable to clearly identify actions required for development.

(Preliminary actions for older peoples cluster group prior to completion of Older Persons Housing Review.)

Action point	By when
Actively engage in the review process providing evidence and information to support progress.	Ongoing – follow up on review action plans
Explore opportunities to expand services to older people across all tenures	Attend Older People Strategy Review meetings

p. Cluster B – Homeless and prevention services:

This Cluster covers the following client groups:

- Homeless Families
- Single Homeless People
- Substance misuse
- Women fleeing Domestic Violence
- Young People at risk
- Young People Leaving Care
- Those at risk of offending
- Travellers
- Generic Services

What have we got?

Homelessness singles and families:

Homeless- Single People & Families	Accommodation based Units
Service Provider	
RSL	24
Voluntary and not for profit sector	22
Charity	20

Substance Misuse:

Substance Misuse	Type of support service
Service Provider	Floating Support
RSL	16

Domestic Violence:

Domestic Violence	Type of support service	
	Accommodation based	Floating support
Service Provider		
RSL	6	6

Young People at Risk

Young People	Type of support service	
Service Provider	Accommodation based	Floating support
RSL	56	13
LA		2

Those at risk of offending

Those at risk of offending or ex offenders	Service type and units
Service Provider	Accommodation based

Generic Services

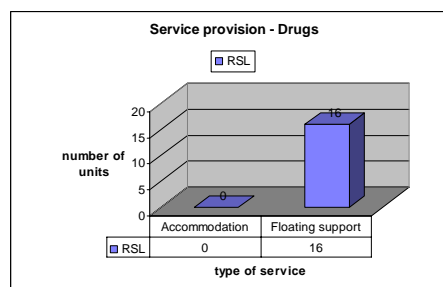
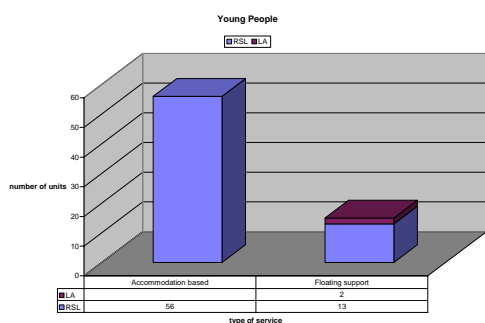
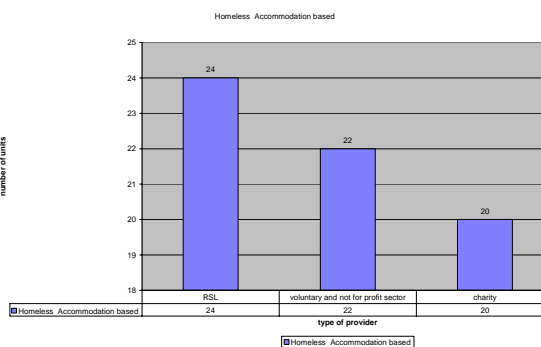
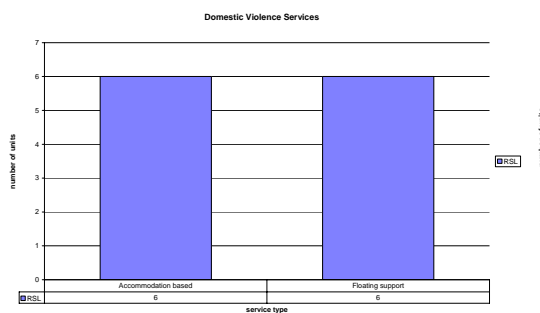
Generic	Type of serviced
Service Provider	Floating support
RSL	47
Voluntary and not for profit sector	10

Two of our generic support services are for B&ME service users. One service is provided for by the voluntary sector and one by an RSL. These two services provide a total of 16 units of floating support.

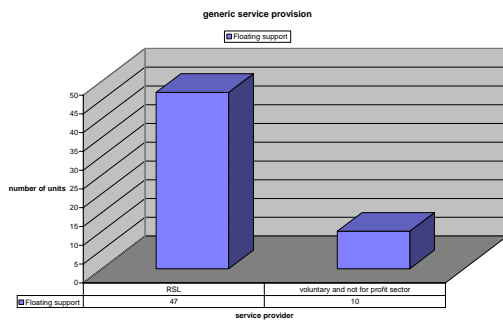
The following table provides a general summary by client group including the annual and weekly average cost:

Homelessness and Prevention Services	Total number of units	Cost of services 04/05	Average weekly cost
Generic	57	153324.76	33.56
Homeless Families	58	348337.61	113.25
Offenders	6	51409.55	164.32
Drugs	16	45039.86	53.99
Single Homeless	8	37042.52	88.8
Women at risk of DV	12	94469.64	150.98
Young people at risk	49	120851.6	50.476
Young people Leaving Care	22	191707.42	145.5
Totals	228	1042182.96	

Who are the providers of these services?



HARROW SP Strategy 2005-2010



Costs and Benchmarking Costs.

In terms of cost we can look across this cluster as a whole. The following charts plot all services contained within this cluster and looks at the average cost for Harrow in terms of the average upper and lower quartiles for the client groups contained in the cluster. Again more work will take place to determine the value for money indicators and information using the methodology outlined in Chapter 4. This work is ongoing at present within Harrow as part of contract negotiations for steady state contracting.

This is split into two charts:

- Chart 1 is for accommodation based only
- Chart 2 is for floating support services only.

Chart 1

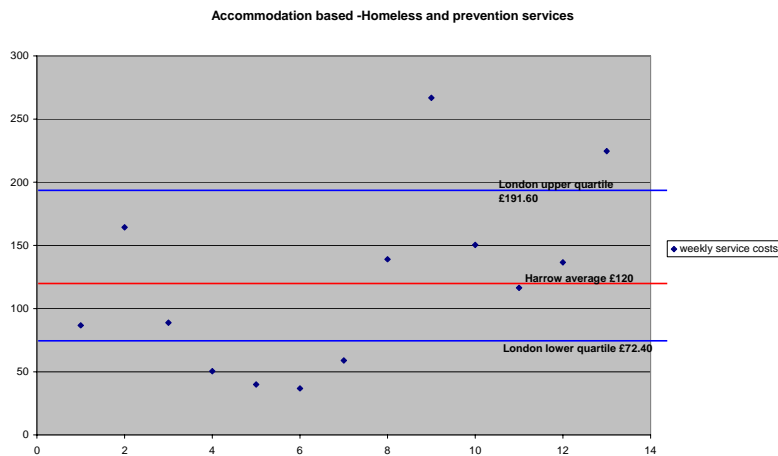
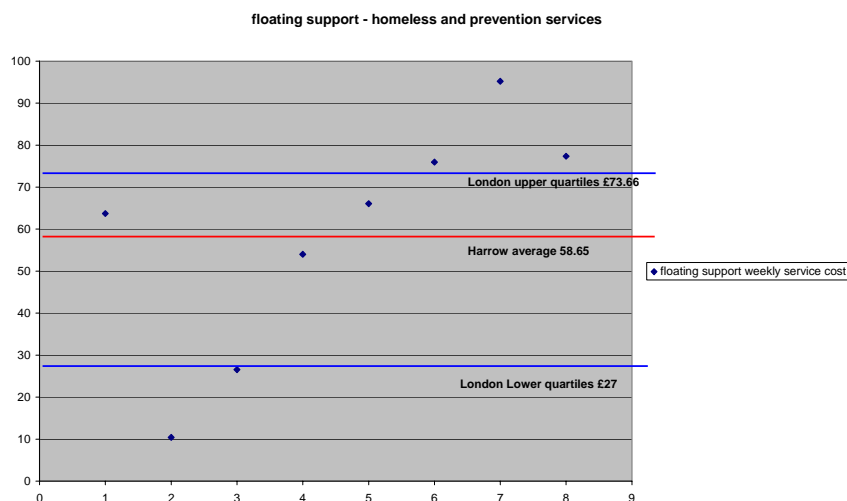


Chart 2

HARROW SP Strategy 2005-2010



Service reviews outcomes so far:

Harrow is working closely with other Authorities on reviewing the costs of their services to ensure that appropriate and eligible services are being paid for which conform to the Grant Conditions set out by ODPM. As most of the services in Harrow were inherited from the legacy funding regimes it is a time for us to reflect on what is actually being delivered. We are not only reviewing services in terms of their quality but in terms of strategic relevance and value for money. This is an important part of developing a sustainable and viable sector, which will take the programme forward over the coming five years and beyond. We will continue to work with our colleagues in West London authorities to build on Cross Authority indicators and joint review processes.

In terms of service reviews we are hitting service review programme targets and for this group will have achieved full reviews by October 06. The quality assessment framework is enabling us to work through with providers, how improvements to the quality and effectiveness of their services can be achieved.

What is the estimated housing related support need for this cluster?

Homelessness – Single People and Families.

Case study 1:

BK was referred to the scheme in March 2003 by the LB Harrow's homeless person's unit. At the time he was a refugee who had recently arrived in the UK following tribal war in his home country, Guinea. BK initially needed support in areas including housing arrangements, dealing with correspondence and medical issues. When first referred to the team BK was enrolled on an ESOL and IT course at Harrow College but was lacking in confidence, partly due to his level of spoken English. During the past 18 months BK has been granted asylum in this country. His communication skills have substantially improved and he has gained confidence to advocate his needs to other agencies both face-to-face and over the telephone. BK has recently bid for and secured permanent accommodation and is looking forward to moving this Spring. BK is hoping to find weekend employment in order to earn money, which he can use towards the cost of leisure activities. He is currently working with his Support Worker to tailor his CV accordingly and approach potential employers.

The publication of the Harrow Homelessness Strategy in July 03 set out their vision as to how they would approach and tackle the problems within the borough.

The focus of the vision covers three main areas:

- Prevention and Options - developing a range of options, which can support and enable people to solve their housing problems. The belief is that every case of homelessness is preventable.
- Securing Accommodation – minimising use of Bed and Breakfast and hostel accommodation and no family will spend over six weeks in a B&B hotel. That no one need sleep rough and accommodation and support options will be offered to all single homeless people regardless of priority. Maximising use of affordable housing and giving choice on allocation using the Locata scheme.
- Support offered to all homeless people. Strong links with Supporting People to provide housing related support to vulnerable people.

Facts about homelessness in Harrow during 2002/3.

- The Council accepted a duty to re-house 400 homeless people.
- 69% of these were families with one or more children.
- 64% were households of Black or Minority Ethnic origin.
- Only 572 social rented homes became available for letting in Harrow during this period
- 49% of these were one bedroom homes and therefore unsuitable for families.
- 1,615 homeless households were in temporary accommodation at 31st March 2003.
- A total of 3,992 people were registered on the Housing Register as being in housing need.
- 600 Single homeless people approached Housing Services but were not deemed to be owed a duty under current homelessness legislation.

Harrow has taken a proactive approach to tackling its homelessness problem, which has been exacerbated by the lack of social and affordable housing and has achieved beacon status for its work in this area. A far-reaching action plan has been agreed, to set out actions to achieve the vision and reduce homelessness within the borough over the next five years.

Key areas such as the improvement of housing advice, stronger links and protocols between the assessment and the advice process, mediation services, improving benefit take up, empowering and promoting housing choice for people who are homeless, there are some key initiatives which are being taken forward. The Homelessness Strategy was clear that this there was not enough provision and the need to extend services to address key gaps in provision were as follows.

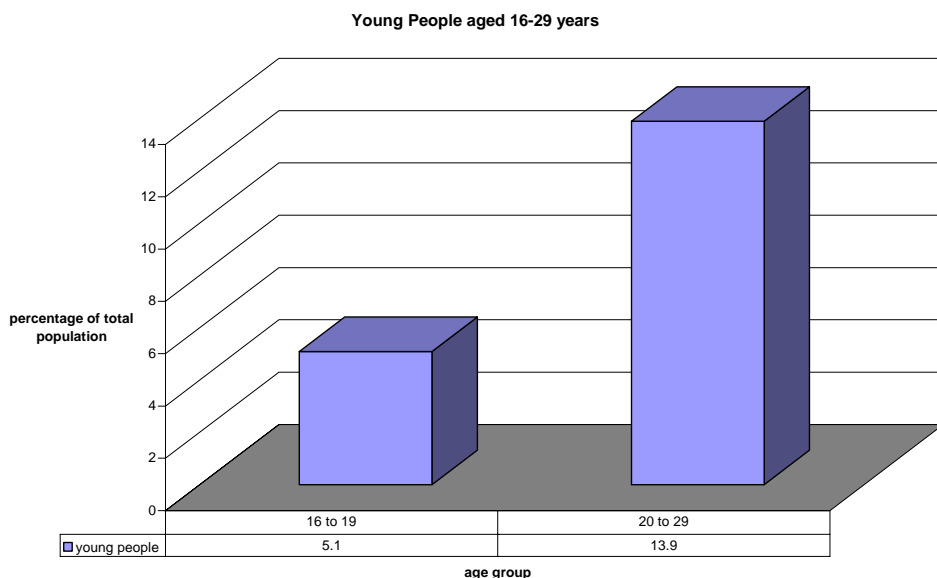
The Supporting People Programme is key in delivering the homelessness vision for Harrow and shared action points, which are set out below, to be delivered over the next five years.

Young People leaving care and at risk.

There are four main client groups, which are encompassed under the Young Peoples banner:

1. Teenage Parents.
2. Young Homeless People and those threatened with homelessness – covered in previous section.
3. Young People and Crime – to be covered by both sections on Drugs and Offending.

Generally, the population of those between the ages of 16 to 29 (2001 census measurements) in Harrow is slightly above the national average. Changes to the priority need category within homeless legislation, now means that vulnerable 16/17 year olds will be appropriately housed. The Harrow Homelessness Strategy clearly demonstrates the actions required to address this growing need.



General population information gained from ONS Census 2001

The Supporting People Programme provides 71 units of accommodation based support, or floating support. This covers the client group's young people at risk, leaving care or single homeless as either a primary or secondary client group.

The review programme for this client category will need to link with other client groups such as mental health, offenders, homelessness and refugees to ensure that all young people's needs are addressed appropriately.

This coupled with the demonstration of need from Leaving Care and Homelessness Strategies demonstrates key areas of action set out below.

Teenage Pregnancy:

The main targets set by the National Teenage Pregnancy Strategy are concerned with:

Reducing the rate of conceptions

Reduce social exclusion experienced by teenage parents and their children through education, childcare and housing

Specific target concerning housing by 2005, provide supported accommodation for all parents who are under the age of 18 and unable to live at home or with their partner.

Key issues for Harrow:

Teenage parents or pregnant teenagers have a range of issues these include:

- Vulnerability- due to limited support and being sole carer of baby/child. There can also be an array of complex needs for both mother and child.
- Health outcomes of teenage parent and their children are lower than older parents. A contributory factor can often be related to inappropriate housing.
- Difficulties in sustaining accommodation as life skills are limited.

Barriers to delivery: The key problem for teenage parents is the stigma attached to being a young parent. The housing issue for young parents under the age of 16, wanting to stay together.

There is presently no specific teenage parent's scheme in Harrow. Although a pipeline development is presently underway.

Additional service needs.

Accommodation based service for the most vulnerable young mothers with move on accommodation as part of support plan

Floating support for young parents with less needs particularly those living within private sector housing, temporary accommodation, RSL and move on provision. This should be a cross tenure service.

Gypsies and Travellers

We have one identified Travellers Site (Whatling Farm)

The Gypsy Sites Refurbishment grant was introduced in 2001 to refurbish existing sites. A total of £17 million has been made available to Local Authorities and another £16 million for 2004/5 and 05/6.

It is extremely hard to ascertain the housing related support needs of travellers even though some of the sites are very static. This area is an early focus for the West London Supporting People Strategy.

Crime and disorder and related client groups which are supported by the Safer Harrow Agenda.

Harrow is worse than the national average for crime deprivation, but much better than London generally. Harrow's crime deprivation tends to cluster to the southwest and centre of the borough. Therefore it is unsurprising that making Harrow a safer place to live and work is a key commitment within the Community Strategy Vision.

Key commitments within the area Strategy set out a clear desire to reduce domestic, racial and homophobic motivated violence. Also to reduce anti-social behaviour and also reduce the levels of alcohol and drug related crime.

The client groups involved in these initiatives are the same as the Supporting People client groups and services funded by the Harrow Supporting People Grant. Therefore we must have strong regard to the workings of the Safer Harrow partnership to help deliver the key targets it has set.

Women at risk of or experiencing Domestic Violence.

A number of various official sources of information highlighted in the Homelessness Strategy indicate that there were over 2000-recorded cases of Domestic Violence during a year within the borough. 10% of homelessness acceptances in Harrow are due to domestic violence.

The Borough has a domestic violence forum, which has action, plans and promotes training to staff within the borough on this issue.

There are joint homelessness and housing management assessments for those who are council tenants to assess their housing and support needs.

Supporting People funds 12 units of housing related support. Six by floating support and six in accommodation based services. If this is to meet the need along with the Sanctuary Project for the 2000-recorded cases then we need to improve access to a range of provision.

We also operate the Sanctuary Scheme to help women who are experiencing Domestic Violence remain in their home.

Those at risk of Offending or Re-offending:

Recorded crime has generally increased in Harrow as it has within London as a whole. Figures do show that crime has decreased by 6% in Harrow during 2002/3. Harrow accounts for less than 2% of London's Crime.

The Probation service within Harrow supervises some 261 offenders. 70% supervised during community sentence and 30% imprisoned with a period for statutory licence supervision in the community as part of their sentence.

There are also about 120 offenders serving less than 12-month sentences per year. Probation has no statutory involvement with these people.

The Harrow Homelessness Strategy identifies the strong links between housing and the Youth Offending Team in Harrow. Housing is also a key player on the Multi-agency Public Protection Panel. (MAPP). There is a case conference approach to managing and dealing with high risk offenders. But there are some clear gaps identified particularly for addressing the needs of homeless ex offenders. Some key areas identified and linked closely with the provision of housing related supported are as follows:

- Preserving and sustaining an existing tenancy.
- Lack of specific supported housing

The other areas are focused on Housing Advice and provision of accessible and appropriate accommodation i.e. single tenancies and probation hostels.

Supporting People funds only one service for those at risk of offending in Harrow. This is a six-unit accommodation based service.

Recent surveys undertaken for the West London Strategy show that there were no referrals of ex-offenders or those at risk of offending. Very few ex offenders have a permanent address (one in three). Although those who leave prison are expected to return to the Local Authority area from where they lived prior to the custodial sentence. The Homelessness Act now treats ex offenders as in priority need where there is evidence that the person is vulnerable as a result of the effects of prison. Research for the West London Strategy found there to be a correlation between offending behaviour and substance misuse, but only a small proportion wanted to access specialist drug or alcohol provision. Some work being undertaken by ALG is looking at how high risk offenders are assessed to develop an approach for appropriate Cross Authority provision. The intention would be that this service would be jointly commissioned by authorities and be a pan London service.

Only 6% of referrals to West London schemes involved women. There is a clear gap in services for women offenders.

People with Drug and Alcohol problems.

Case Study 2.

MP was referred from CDAS to the drug and alcohol scheme in March 2003. He has a long history of drug and alcohol misuse issues which spurned from his early teens when he played in a band. He receives drug counselling from CDAS and now maintaining his abstinence (drug free). MK lived in a temporary council accommodation provided by PCHA in Harrow when he joined the scheme. He was frustrated with his neighbours and felt like a prisoner in his flat, he said. He received support with using the Locata scheme to gain permanent council accommodation and now lives comfortably in a one bed flat in South Harrow. MK has acquired budgeting skills via our support and now manages his accounts brilliantly. His rent and council tax have been paid up to date. He has saved and decorated his flat to high standard through his savings. MP was referred from CDAS to the drug and alcohol scheme in March 2003. He has a long history of drug and alcohol misuse issues which spurned from his early teens when he played in a band. He receives drug counselling from CDAS and now maintaining his abstinence (drug free). MK lived in a temporary council accommodation provided by PCHA in Harrow when he joined the scheme. He was frustrated with his neighbours and felt like a prisoner in his flat, he said. He received support with bidding on the Locata scheme for a permanent council accommodation and now lives comfortably in a one bed flat in South Harrow. MK has acquired budgeting skills via our support and now manages his accounts brilliantly. His rent and council tax have been paid up to date. He has saved and decorated his flat to high standard through his savings. MK now registered with a job training / work provider to study computer skills.

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Although there has been a London wide increase in drug related offences, Harrow's has decreased by 27% between 2001 and 2002. It has the lowest number of drug offences within London this being a third of the London average. Although the number of offences is decreasing, the number of people who are accessing drug treatment is increasing year on year.

During 2002/3 there were a total of 1,082 people using the Community Drugs and Alcohol services.

We have one floating support service, which provides 16 units of housing related support for those with Drug and Alcohol problems. There are an additional 20 units that those with a drug and alcohol problem can access, but these are related to other needs such as Mental Health or those at risk of offending or re-offending.

There is generic work being undertaken by other specialist teams within the borough to focus on the prevention of Drug and Alcohol use. The Drug and Alcohol team have established a young person's service to target vulnerable young people.

It is clear from comparing the admission statistics with the available provision that Drug and Alcohol service users are under provided for in terms of housing related support.

Refugees.

MORI in 2001 identified figures for refugees in Harrow:

Borough	Numbers of Refugees	% of population
Harrow	6,500 – 7,500	3.1% - 3.6%

Harrow also have some 1600 Asylum Seekers living within the borough who are either homeless or living in temporary accommodation.

Harrow through Supporting People funds a homelessness hostel with 16 units, which also will house Refugees. This is the only provision within the borough.

There is a growing need for accommodation for single refugees, as identified within the Homelessness Strategy. Mainstream services are not currently able to adequately meet the needs of this group.

Diversity and harder to reach groups.

The population profile demonstrates that just under half the population in Harrow describe themselves as being from a Black and Minority Ethnic group.

The West London Strategy identifies that Harrow B&ME host referrals account for 60.8% of new host referrals, but only 37% of non- host referrals are from Black and Minority Ethnic groups.

Harrow has limited provision for those from B&ME groups and has no services for Travellers.

Section 71(1) of the Race Relations Act 1976 as amended ('the Act') places Statutory Duty on a wide range of public bodies, including local authorities to promote race equality. The act focuses on the need to eliminate unlawful racial discrimination, promote equality of opportunity and promote good relations between people of different racial groups. The Act has been enforceable from April 2001.

Gypsy and Travellers provision is covered by this requirement

Harrow are committed to ensuring that services are developed, taking into account the needs of the harder to reach and B&ME needs. This does not necessarily mean that specific services will be developed, as we have seen within the Older Peoples area of work that good practice by general providers of support must work to put in place services, which are sensitive to the diverse needs of the user groups. This will include information in other languages; access to translation services and a sensitive and proactive approach to address the cultural and religious needs of those using the services.

Priorities for action to address identified gaps in provision for Homelessness and Prevention Services.

Key Action	Strategic Links
Develop flexible services for those who are homeless with drug and other complex needs	Crime and Disorder strategy Mental Health Accommodation plan Homelessness Strategy
Assisting households experiencing domestic violence into the Sanctuary project	Housing and Homelessness Strategy
Explore need for move on accommodation for eight households who have experienced DV	Housing and Homelessness Strategy
Explore the need for an additional women's refuge	West London Strategy
Work with West London Groups to address the needs of those women who require re-location across borough's	West London Strategy
Review needs of those living on the three Harrow sites to ascertain holistic needs of Travellers	Travellers
Develop temporary accommodation for those with mental health problems who are homeless	Harrow Homelessness Strategy Community Care service plan for Mental Health
Develop a floating support scheme for vulnerable tenants in leased accommodation	Harrow Homelessness Strategy
More provision for women fleeing domestic violence.	Harrow Homelessness Strategy Harrow Housing Strategy
Better information should be collected about those living within temporary accommodation	Harrow Homelessness Strategy

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Develop a private sector leasing scheme	Harrow Homelessness Strategy
Review of existing provision	Harrow Supporting People Review Plan
Develop 30 units of supported accommodation for 16/17 year olds responding to the extension of priority need category	Harrow Homelessness Strategy
Remodelling appraisal for existing stock within the borough to address needs.	Harrow Homelessness Strategy Harrow Housing Strategy
Integrated approach with neighbouring authorities, West London Strategy Group and Supporting People to deliver joint strategic and commissioning of homelessness provision	West London Regional Strategy Harrow Homelessness Strategy
Develop accommodation projects for single vulnerable women and victims of domestic violence	Harrow Homelessness Strategy Harrow Housing Strategy Community Strategy
Develop accommodation and support for young people with multiple needs with specialist providers	Children's and Young Peoples Strategy Harrow Homelessness Strategy
Develop supported lodgings for young people	Children's and Young Peoples Strategy
Develop a multi agency housing support panel to jointly assess the needs of all vulnerable 16/17 year olds who approach as homeless	Harrow Homelessness Strategy Harrow Housing Strategy

Cross Authority links and issues:

West London Cross Authority Strategy – 2005 -2010

The ALG's 'Review of need for cross authority services within the Supporting People Programme' (carried out by Matrix Research and Consultancy and published in July 2004) attempted to identify mismatches between service provision and levels of need within London, looking specifically at services for the single homeless, women at risk of domestic violence, people with alcohol and/or drug problems and offenders and those at risk of offending. The research was based upon Supporting People data as at December 2002. The report concluded that, in West London, need-exceeded capacity in respect of services for people with alcohol and/or drug problems and services for single homeless people and rough sleepers. It also found that, generally across the capital, provision for ex-offenders was not evenly distributed, some boroughs significantly exceeding the London average and others not providing any services for this needs group.

In the main Harrow take referrals for its services mainly from the host authority (see appendix 1 for definitions).

The only instance where this is not the case is within Domestic Violence Services. A total of 236 women within West London were classified within the West London Supporting People Strategy as non-host referrals. By far the majority of these non-host referrals came from the voluntary sector. 50.9% across West London.

West London has slightly fewer refugees than the London average. As at the 24th September 2004 it was estimated by the Home Office that within West London there were approximately 3,434 Asylum Seekers, this was broken down by authority and in

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Harrow the estimates were 174 Asylum Seekers. Not all of these people will receive a positive decision. It is estimated that about 40% will be accepted for asylum.

Harrow received six host referrals of refugees and no non-host referrals. Conclusions from the West London Strategy would appear to demonstrate the need for a pan London approach in addressing the accommodation and supported housing needs of Refugees and Asylum Seekers.

q. **Cluster group C – Adults with longer term needs.**

This Cluster covers the following client groups:

This cluster covers the following Groups. Those with:

- Learning Disabilities
- Mental Health needs
- Physical and sensory disabilities
- HIV and AIDs

What have we got?

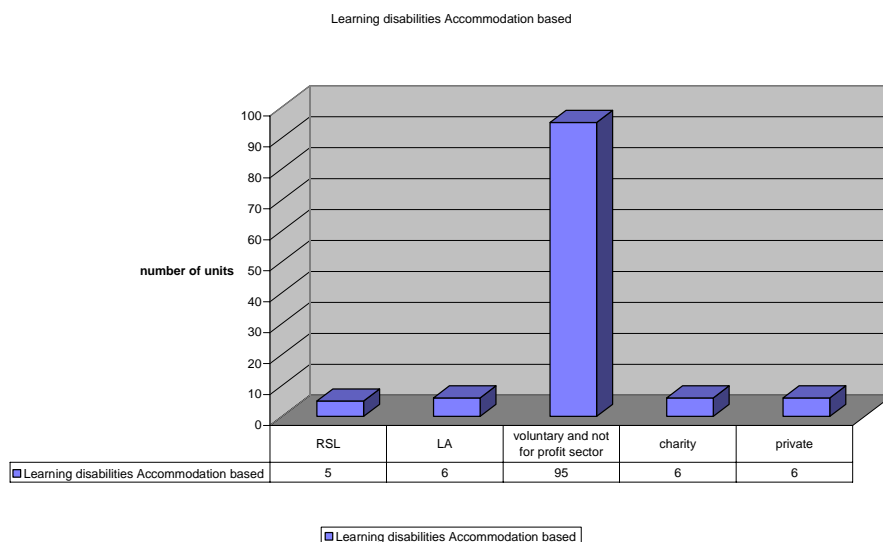
The following chart shows the total number of units and annual cost of service for 04/05.

Adult with longer term needs	Number of units	Cost of service 04/05	Average weekly cost
Learning disabilities	118	722411.01	126.71
Mental Health	122	660838.57	104.01
HIV/AIDS	6	28782.99	101.19
	246	1412032.57	

We can review in more detail each client group and the services, which are funded under the Supporting People contracting system.

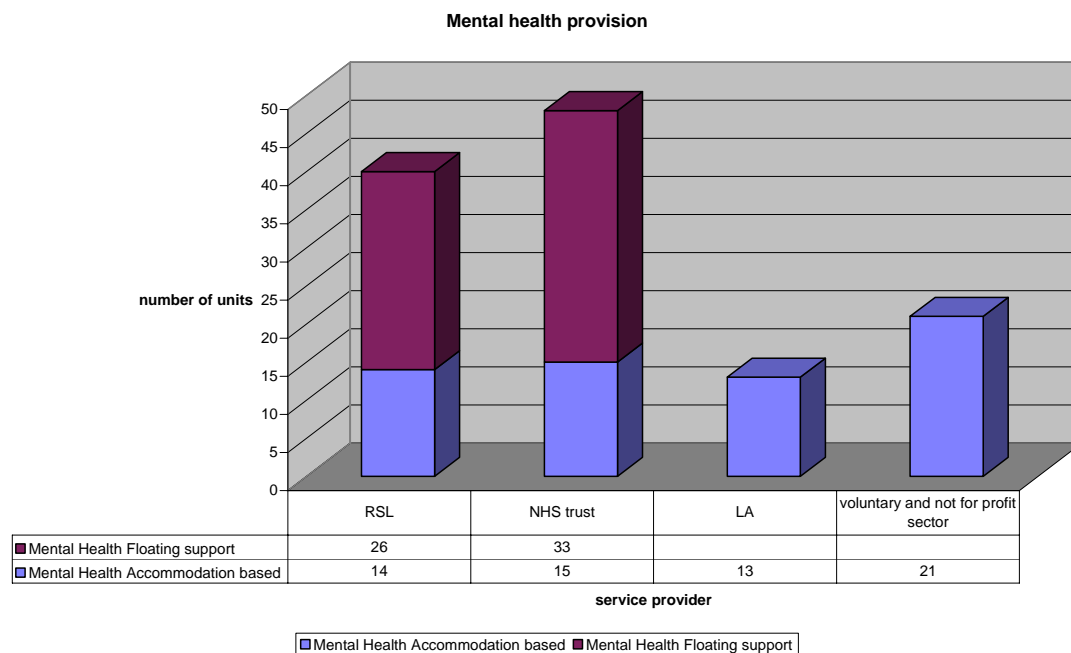
Learning Disabilities:

Who provides the services the following chart demonstrates which type of provider delivers to how many units of provision.



- Two of the services providing 11 units of support are specifically for those from the B&ME Community. These services are provided by an RSL and a Voluntary Sector provider.
- 100% of these services are accommodation based.
- All were developed prior to Supporting People going live in April 03.

Mental Health provision;



The above chart sets out the total number of units and who provides the services.

- In total we have 122 units of Mental Health provision within the borough.
- There are 13 different services and a total of 10 different service providers.
- None of these services are specified to be for B&ME Groups.
- 48% are floating support units.

HIV and AIDs.

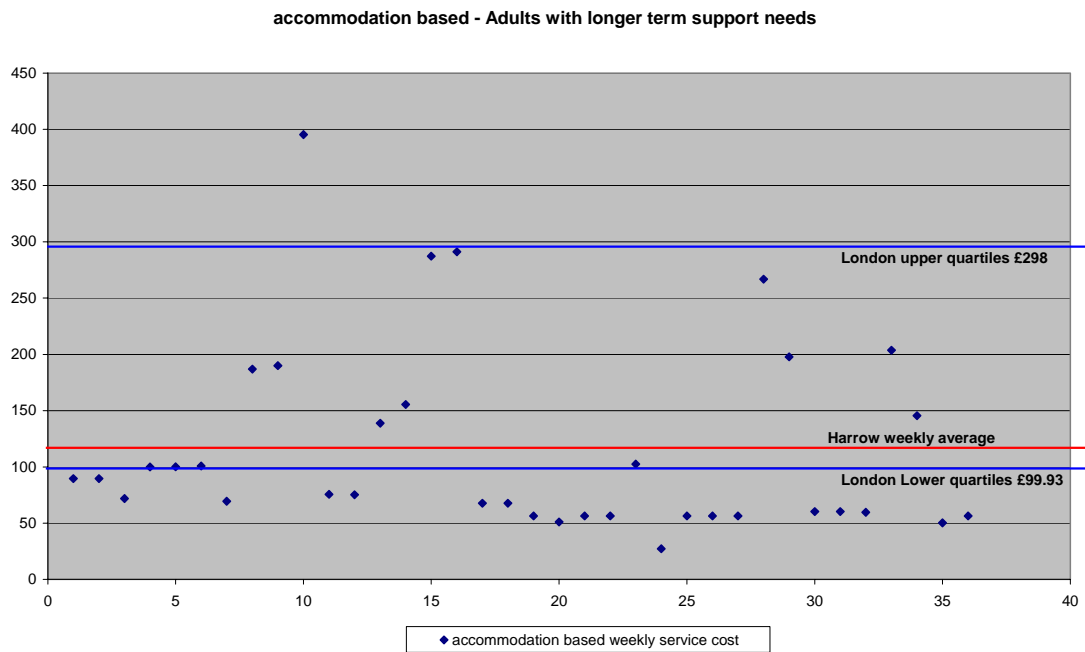
HIV and AIDs	
Service provider	Accommodation based
Voluntary and not for profit sector	six

All the services for those with HIV and AIDs are provided for as accommodation based services. Four of these units are specifically for those from B&ME Groups. All the provision is self-contained. There is one provider for this service.

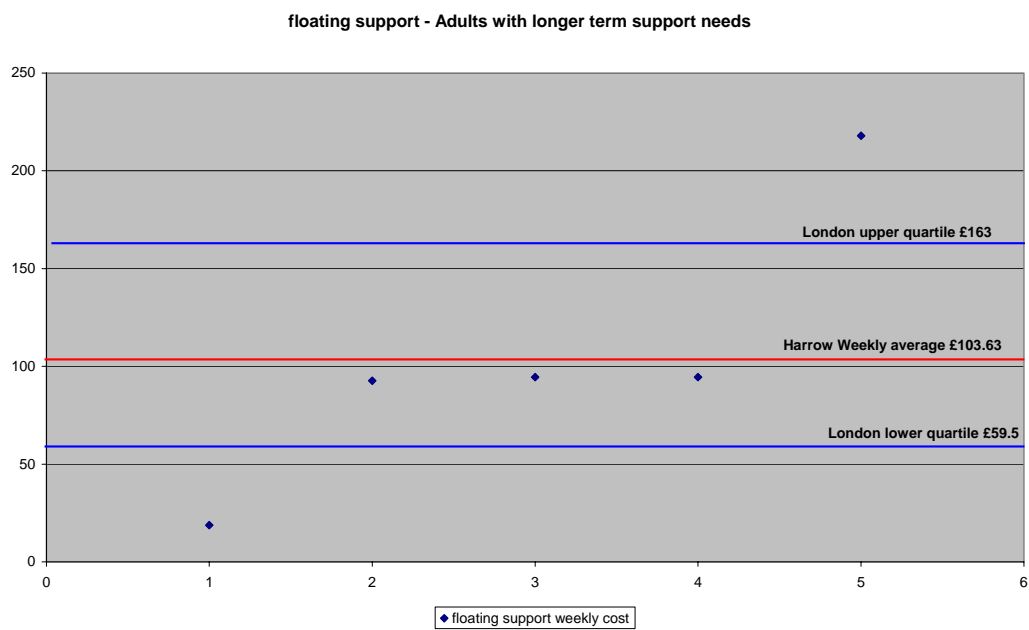
Costs and Benchmarking Costs.

To benchmark the weekly costs we have plotted the cost of each service within this cluster. We have taken the average weekly cost and compared it with the cost comparators issued by ODPM for London. The following two charts demonstrate where Harrows services for adults with longer term needs is placed.

The first chart covers the cost comparisons for accommodation-based services.



The second chart displays comparisons for Floating Support services.



The next stage of the work on benchmarking and reviewing detail of costs is the Value for Money exercise. The methodology is described in chapter 4. The chart above does show however, that the average Harrow cost sits well within the quartiles for London. We are aware that the legacy funding costs for these services were not defined as high cost, but none the less, we need to understand in more detail how these costs are built up and what exactly is being paid for in terms of a housing related support, for those with a learning disability.

Service Review outcomes so far:

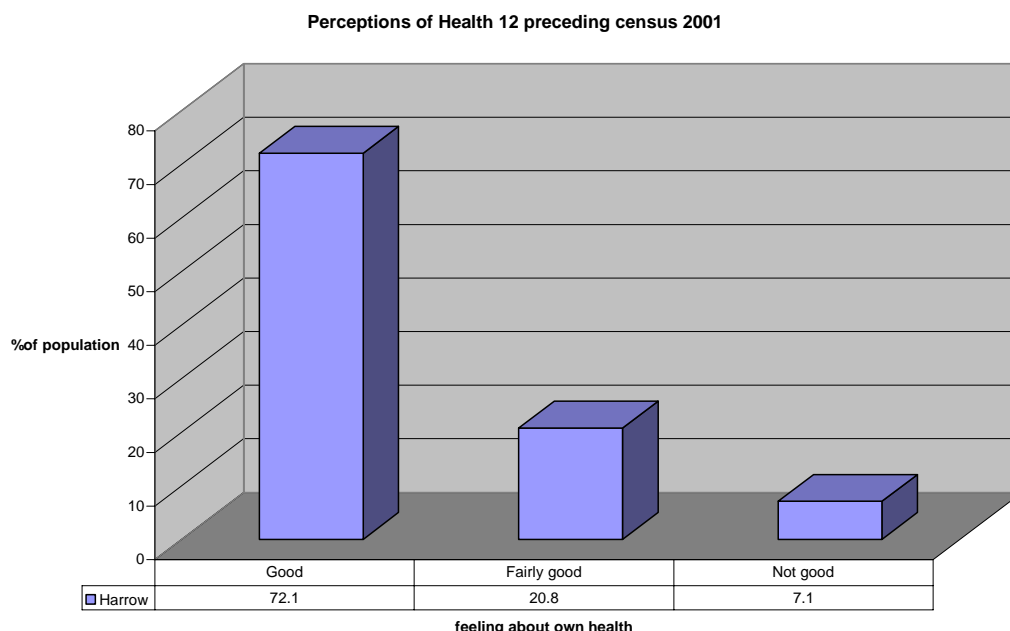
Service reviews for learning disability service providers took place between April 04 and August 04. The outcomes are as follows:

C 1.1 NEEDS ASSESSMENT AND SUPPORT PLANNING	C 1.2 SECURITY, HEALTH AND SAFETY	C 1.3 PROTECTION FROM ABUSE	C 1.4 FAIR ACCESS, DIVERSITY AND INCLUSION
D	D	C	D
D	D	B	C
D	D	B	C
D	D	C	C
D	D	D	C
D	D	D	D

These are the validated scores. There is still work to do with providers to ensure that these scores are improved upon, working will support this with providers to ensure that action plans are implemented and reviewed. Most providers have been given six months to improve their score ratings and one provider has been working with Harrow to reconfigure their service.

The next stage of work following on from this strategy is to ensure that services not only meet the requirements for quality and monitoring but are seen as strategically relevant and are value for money. This work will be ongoing over the coming months and will be built into action planning sessions with providers.

What is the estimated housing related support need for this cluster?



Originally we were going to call this cluster health services as all the high level Government policies and legislation for this group originates from the Department of Health.

HARROW SP Strategy 2005-2010

Following consultation on the strategy, the general view was that these services are for those who have longer term and enduring needs. That being said we do have to look to DOH for useful data, which reflects the needs and aspirations of these client groups. This is because the new partnership arrangements between Health and Social Care Commissioners locally are governed by the policy and guidance issued by the DOH. These partnerships and their relevant parent organisations such as Local Authorities or PCTs have to provide performance information in achieving and improving on targets, which specifically cover these client groups. These actions are planned to achieve local targets, set out within local strategies and Community Care service plans.

What the Harrow Community Strategy says:

- Harrow has the second highest life expectancy rate in London but major inequalities within some wards mean that it also has the 12th highest infant mortality rate and low birth weight in London.
- Around one in every ten Harrow households will be providing unpaid care to relative, friend or neighbour who cannot manage because of a disability, sickness or frailty.
- At any one time Harrow Council will be providing support services to around 1700 adults (18-64) and 2100 people age 65+.

The related actions, which can be directly supported by housing related support, are set out as follows and we can look at by client group in more detail.

- We will develop services, which will prevent avoidable hospital admissions, support timely discharge and provide rehabilitation.
- We will establish an early intervention service by 2005/6 designed to support people between ages 14 to 35 with first presentation of psychotic symptoms.
- We will better identify and meet the needs of people from Black and Minority Ethnic communities with mental health problems.
- We will improve services designed to prevent older people from falling.
- We will develop a single point of access for each service enabling users and carers to receive a 'one stop' response.
- We will develop multi-disciplinary assessment processes across all care groups. These will include the introduction of the 'Single Assessment' for Older People
- We will involve users and carers in planning and developing local services, playing a full part in the new 'Partnership Boards'

Harrow Supporting People Programme is one of the critical programmes, which will enable Harrow Community Strategy to achieve its aims and objectives for these groups.

Learning disabilities:

'Valuing People' the Government's white paper sets out how those with a learning disability should be able to live full and purposeful lives in the community. A local housing strategy must set out a plan for housing and support for people with learning disabilities within Harrow. This was delivered in 2003 and runs to 2006. A key part of this strategy looks at how Valuing People and Supporting People are linked together within Harrow and what they will jointly do to deliver the key outcomes.

The commitments given were as follows:

- Enabling people to understand their rights within the Law.
- Increasing people's independence.
- Supporting Choice.
- Making sure people are part of the community.
- Working with people with learning disabilities and their families.
- Supporting People from Ethnic communities.

21% of service provision within Harrow is targeted for those with learning disabilities. This is all accommodation based provision, provided for in the main by the voluntary and not for profit sector. There are also two services delivering eleven units of support for those from B&ME communities.

A key concern of users identified within the Learning Disability Housing Strategy was that, they wanted more choice as to where they lived. Particularly having their own front door and accommodation which is close to support when you need it but not intrusive. The support that they wanted focused on key tasks.

- Help with money.
- Getting a Job and earning money to enable home ownership.
- Help setting up a new home and help in choosing and paying for essential items.
- "To have people around to help and keep me company if I get scared".
- "Training to live on my own safely"

The range of provision, which falls within the Supporting People Programme at the moment, offers a limited range. There are limited fully independent houses or flats in Harrow. Most of the support services are attached to accommodation units, which means that in the main staff are around on site all the time. In some, people have to share bathrooms and kitchens or are placed through the adult placement service into a family home.

Mental Health:

The Community Strategy sites as a key priority the need to identify and meet the needs of those from B&ME communities with mental health problems. At present there are not specific housing related support services for those from B&ME communities although, there are 122 units of service available, either accommodation based or floating support.

We are also developing an early intervention service in Harrow designed to support people between 14 and 35 with a first presentation of psychotic symptoms. This is not Supporting People funded but needs to have strong links and suitable access to housing related support for all those likely to be living independently and in need of general housing related support.

Stakeholders of services have identified that dual diagnosis services and mentally disordered offenders support services are required but evidence of this is limited.

The Supporting People Commissioning Body has a review timetable for the S.P Mental Health services to start in January 2005 and running until May 2005. This will start to identify what services are actually being delivered in more detail and whether jointly with the Mental Health Commissioners how the broader and B&ME needs can be met in the future.

HIV and AIDs:

The 2003 Survey of Prevalent Diagnosed HIV Infections (SOPHID) indicates that 200 Harrow residents received HIV related health care in 2003. Nationally, there was a 17% increase in people receiving health care from the previous year (2002 which in turn was 20% higher than in 2001).

Of the 130 Harrow HIV positive residents known to the HIV Team, 103 have experienced housing issues, with 46 currently being supported by the HIV Team. These clients would benefit from supported housing provision. Whilst many have their outstanding issues resolved after an intensive period of support and training, some require regular input of varying intensity.

Diversity and harder to reach groups.

Within all the groups above we have identified a significant need for services, which reflect and address the cultural, religious and specific needs of those from Black and Minority Ethnic communities. We have limited provision within the Learning Disabilities and HIV services for these groups and need to ensure that when reviewing services and agreeing new contracts for services that diversity is addressed and clearly responded to.

Physical Disabilities and Sensory Impairment.

Incapacity Benefit and Severe Disablement Allowance Claimants in England and Wales, August 2003

<i>Type of Support required</i>	<i>Number of people</i>		<i>Type of tenure reside within</i>			
Multiple Needs	4		Council			
	1		Temporary Accommodation			
Adaptations	1		Owner Occupiers			
Advice/liaison for people without recourse to public funds	18		Family and friends or other			
Harassment	1		Council			
Housing Applications /transfers/banding/residential	6		Housing Association Family/ Friends			
Housing Benefit	1		Private Rented			
Liaison with landlords	2		Housing Association			
Locata Bids	5		Council, Temporary Accommodation, Private Rented			
Repairs	4		Council and Housing association			
Total number	46					
	Total IB and SDA claimants	Total IB claimants	Total SDA claimants	IB and SDA claimants aged under 30	IB and SDA claimants aged 30-39	IB and SDA claimants aged 40-49
Period	2003	2003	2003	2003	2003	2003
Area						
Harrow	6,685	5,860	825	730	1,185	1,640

DLA claimants

Variables	All Claimants Total			Higher Rate Care Component Claimants		
	2001	2002	2003	2001	2002	2003
Area						
Harrow	5,355	5,645	6,090	1,395	1,475	1,625

The Disability Discrimination Act 1995 (DDA) is the first piece of legislation that aims to end discrimination against disabled people. The Act gives rights to disabled people in the areas of:

- Employment (Part 11 of the Act)
- Access to goods and services (Part 11)
- Buying or renting land or property (Part 1V)

From 1st October, 2004, service providers will have to consider making reasonable adjustments to the physical features of their premises to overcome physical barriers to access. There is no equivalent duty for landlords to make "reasonable adjustments" to their premises.

Facts for Harrow:

Current population estimates in Harrow:

- 206,814 Total population
- 15% of Harrow residents consider themselves to have a disability that limits their daily activities or work that they can do.
- 10% of residents provide unpaid care to others, including family, friends or neighbours.
- 14.5% of Harrows residents are aged 65 and over

- 14,780 disabled users of social services (Harrow Disabilities Register 2000)
- 11,044 physically disabled people - 4,420 aged 15 65
- 1,157 visually impaired people - 300 "
- 753 deaf or hard of hearing people - 296 "
- 1,168 people with mental health problems - 981 "
- 56 people with learning difficulties - 467 "
- 91 people with other disabilities - 59 "

We have no direct support services designed for those with sensory or physical disabilities as a primary client group. For services where the secondary client group is sensory or physical disabilities we have 954 units of provision.

Primary category	Number of units
Frail Elderly	36
Older People with support needs	779
Older People with support needs – HIA service	125
Learning Disabilities	14
Total	994

Our Home Improvement Agency service focuses on ensuring that those within the private sector have access to the information they need, to access the necessary adaptations to their home. This is an extremely valuable service particularly as home ownership is significantly high within Harrow with limited access to housing related support services.

There is clearly a gap in provision for those who have a housing related support need and a physical or sensory disability. The need to review the other client group services and be mindful of the physical and sensory needs of clients is essential to ensure that provision is addressing not only the primary but also the secondary needs of users.

Priorities for action to address identified gaps in provision for Homelessness and Prevention services.

Action Point	Strategic Links
Develop a broader range of provision to address the range of needs of those adults with longer term needs moving from accommodation based services	Community Care service plans Community Strategy Valuing People Learning Disability Accommodation Strategy
Develop more accessible housing for those with a physical disability.	Physical Disability Action Plan
Improving standard and quality of services to promote independence and address the needs of B&ME communities	B&ME Forum Community Strategy
To undertake the review of Mental Health provision and needs	Mental Health Action Plan January 2005 to May 2005
Explore and respond to the needs for those with HIV and AIDs to address their housing related support needs more appropriately and across tenure.	Community Care Service Plan Health Objectives
Take account of physical and sensory needs within the reviews of all user group services.	Physical Disability Plan Community Strategy Community Care Service Plan
To work closely with partners to define and quantify more clearly, the housing related support needs of those with a sensory and physical disability	Physical Disability Plan Community Strategy Community Care Service Plan

To ensure that the DDA is taken into account within the development and provision of Supporting People services and due regard is paid to the local guidance.	All
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West London Cross Authority Strategy – 2005 -2010

The main group within the adults with longer term needs cluster which is captured within our cross authority working is those with Mental Health service needs.

The West London Strategy identified the following for Harrow in terms of referrals.

Mental Health				
LA	Number of host referrals	Total non host referrals	Number of West London referrals	Non host referrals as % of total for referrals
Harrow⁹	20	2	1	9.1 ¹⁰

The most prevalent need for this cluster group is the need to provide support across Homelessness and Mental Health/HIV issues. This is a requirement within commissioning generally across the cluster groups within Harrow and also across London.

The West London Strategy is clear that one of its aims is to set out our current thinking re gaps in supply and the strategic development of Cross Authority services.

Harrow have been greatly involved in developing how this work is taken forward and plays a crucial role in the West London Group.

⁹ West London cross authority service strategy statement 2005.

¹⁰ ODPM Supporting People Client Record form and data analysis service of the National Housing Federation.

Section 4. Joint Commissioning and the Way Forward

Introduction:

This section will focus on the following key areas:

- The Commissioning and decision making structure.
- The Harrow definition of housing related support.
- The Aims and objectives of the Harrow programme.
- Priorities for action both strategic and programme management.
- The Review Programme - Forward Planning.
- Value for Money.
- Procurement Policy.
- Capital Issues
- Charging Policy.

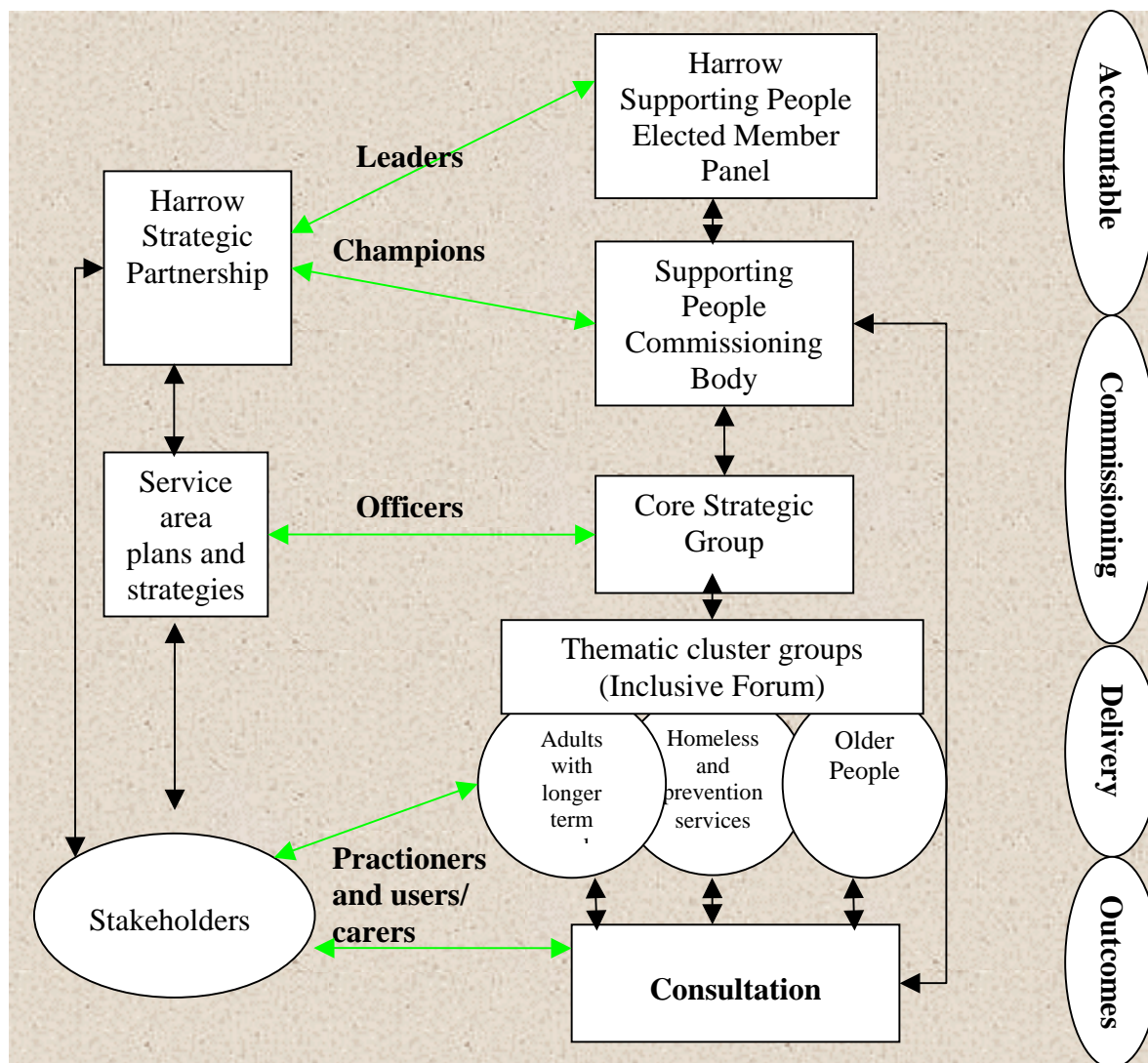
The previous sections have provided information as to:

- The need to change our approach within the new environment of Supporting People.
- What we have within the London Borough of Harrow.
- The gaps based on other strategies
- How we plan to work within the corporate priorities set out by the Community Strategy.

This section will set out our method for administering the Supporting People Programme from April 2005 onwards. This is vital to ensure that the future of the programme is based on a robust management process and a transparent and coherent commissioning method.

a. The commissioning and decision making structure.

Following a review of our decision-making structures and the need to integrate Supporting People with the corporate priorities and vision, we have established a new structure, which we believe is robust and effective. The following chart demonstrates how this will be delivered.



The chart shows all the partners and parties involved in the planning, delivery and outcome process. All parties need to be involved to secure the future of the programme and ensure that the quality, effectiveness and outcomes of services are recorded, measured and fed back into the strategic planning process constantly.

From 2003 until Dec 2004 the structure we had in place developed the understanding and skills needed to manage the programme for the future. We have had a Commissioning and Core Strategic group, which has been joined together. This was done for pragmatic reasons to ensure we had attendance of those who were both interested and could oversee the management and implementation of the programme. We are now clear that to embed the programme into the Community

Strategy Structure we need a clearer set of accountability lines. The proposal will now be as follows:

The membership of the Commissioning Body is contained in Appendix 3 along with their terms of reference.

The Membership of The Core Strategic Group contained in Appendix 2 along with Terms of reference.

The Thematic Groups will be split into three areas as we have demonstrated within the Strategic relevance section. The three headings of Adults with Longer Term Needs, Vulnerable Adults and Older People mean that we can focus more clearly and share related discussions to improve commissioning and delivery.

We will continue with the Provider Meetings and Inclusive Forums. Providers will sit within their thematic cluster groups and the joint inclusive forum process will ensure that cross cluster group working is a core activity. The reasoning behind this is to ensure that we make best use of all stakeholders time to achieve focused and clear direction for service development based on robust understanding of needs.

The inclusive forum process will continue and stakeholders and users will go to the relevant themed group. This will allow for more focussed discussion and feedback as to needs, service performance and quality.

We will also continue to work closely with the B&ME Housing Reference Group and the Multi Agency Forum within Harrow. These are groups that can enable reality checks which will confirm that what is being proposed and delivered will be realistic, to ensure that those groups who may be marginalised or previously excluded have a solid voice within the decision making and commissioning process.

We hope that operating in this manner will allow more people to contribute and participate in what previously may have been larger more intimidating meetings. We are keen that a range of service users can attend these meetings and are linking strongly with the various user fora across Harrow to encourage them to actively engage.

We have a challenging set of actions ahead and we will now refocus on the future in order to make our strategic aims achieve a vision of inclusion and positive outcomes for many more people who live within Harrow.

b. The Harrow housing related support definition.

Central Government guidance directs Authorities to manage their budgets more effectively and to deliver better value for money in terms of outcomes.

We have received year on year decreases within our budgets and although the potential for Harrow in the future under the proposed allocations formula is that we are likely to be an authority who in the distant future may benefit. We are still required to make efficiency savings. We therefore need to look both strategically and in a more focussed manner, at what we are actually funding in terms of housing related support. We are starting to do this through the strategic relevance review process but we need to be much clearer as to what our Supporting People Grant will fund in the future.

The definition is:

'Housing related support in Harrow will focus on early intervention, low level and short term or preventative services which enable Harrow people to sustain and manage their homes more effectively. This will support a reduction in people either becoming homeless or having to access more intensive services and will compliment other service packages that the individual may be receiving.'

By working towards a clear definition we can ensure that more of Harrows vulnerable population will be able to have choice and access to appropriate services which meet there needs.

c. Aims of Supporting People Programme Management.

- To improve the way joint commissioning and monitoring of services within Harrow is delivered.
- To promote and improve diversity in both the planning and delivery of housing related support services.
- To build stronger and more effective partnerships with users, advocates and other stakeholders within Harrow
- To promote the Supporting People Programme more strongly as a key corporate delivery tool to meet the Harrow vision.
- To implement change and a forward thinking view by bringing all on board to sign up to the outcome focussed agenda.
- To meet the principles of Value for Money
- To improve procurement processes in line with our corporate procurement policy.
- To get all providers up to an A or B score on the Quality Assessment Framework
- The get stronger feedback from users as to the quality and effectiveness of the services they receive.
- To improve processes and provide more accessible information on a regular basis.
- Focus on promoting and developing more Cross Tenure Services to reach the 80% within the owner occupier sector
- Managing risk and contingencies¹¹

¹¹ Appendix 13

d. Programme Priorities for Actions over the next five years

The action plan below focuses on the process and strategic actions, which need to be taken.

Action point	Cluster Group/s Affected (see section 3 k for Cluster Groups)
Implement the new decision making structure	A,B&C
Implement findings of Audit Commission inspection process	A,B&C
Forge stronger links with all the user groups within Harrow	A,B&C
Improve and expand diversity work both in terms of specific services being developed for B&ME groups and ensuring that understanding and delivery of diversity is at the heart of all service provision.	A,B&C
Work on developing a needs methodology to provide constant update for Harrows housing related support needs.	A,B&C
Undertake piece of work to ascertain the housing related support needs of those living in the owner occupier sector	A,B&C
Take account of the Disability Discrimination Act when undertaking service reviews	A,B&C
Work jointly with the Homeless division to implement and develop appropriate protocols and services based on evidence of needs	A,B&C
Set in place clear protocols between contract teams to ensure that implications of contract monitoring and reviews are jointly shared and implemented.	A,B&C
Jointly commission services with the West London Group that meet the needs of those who may need to move across boundaries.	A,B&C
Work closely with other authorities of a similar size and structure to benchmark costs and link this to the actions identified in Value for Money review.	A,B&C
Using joint assessment processes for drug rehabilitation, mental health and homelessness collect and analyse data more effectively and provide stronger data related to housing related support needs of these groups	B&C
Complete review of older peoples review and implement agreed actions, which are specific to the delivery of housing related support.	A
Work with children and family teams to	B

identify, quantify and evidence housing related support needs for families with children	
Identify housing related support needs of Gypsies and Travellers living on LA sites	B
Develop additional refuge facility for those at risk of domestic violence, particularly those who are from B&ME communities	B
Ensure appropriate suitable support services are available for teenage parents.	B
Develop a broader range of low level housing related support services for those with a range of learning disabilities	C
Improve standard and quality of services for those with a Learning Disability to more strongly focus on and promote independence in line with the Learning Disability Strategy	C
To undertake a full review of needs of those with Mental Health problems and dual diagnosis.	C
Work with partners and stakeholders to quantify the housing related support needs of those with a physical and sensory disability	C

e. Review Programme¹²

We have reviewed just over 60% of our services to date and will continue to work to our programme of reviews as set out in Appendix 12. The additional pieces of work, which are being taken forward, are value for money and strategic relevance. We are therefore now working with all providers to agree the future contracts based on our full knowledge and understanding of:

- Quality of service provision both self assessed and validated
- How each service performs to its present contract
- Whether it continues to be strategically relevant
- Whether it is providing value for money using our methodology set out in our published value for money document. See Appendix 9

The review process has provided us with sound information, from which, we can confidently negotiate new contracts.

The key aim now is to reduce the burden of bureaucracy on the provider and the administrative authority. This will allow more time to be focused on delivery and the setting of clearer expected outcomes for service users now and in the future.

The review programme for Supporting People services is not operated in isolation and information we collected from reviews we undertook on the Sheltered Housing sector during 2003/4 has informed LBHs wider review on Older Peoples services. This is due to report at the end of March 05.

¹² Review programme plan Appendix 12

f. Value for Money¹³:

At the beginning of 2005 we commissioned a consultant to work with us to develop a set of value for money indicators for Harrow and a methodology which we could implement to ensure our services were based on cost effectiveness principles. The aim of this piece of work is to:

'Use existing data easily available to the LBH from existing contracts and the Quality Assessment framework to identify those schemes whose performance is outside either the regional or local norms. The indicators should be presented in a format that is clear to both providers and LBH'

The principles of the value for money process are: -

- Integrated into the review of the Housing Related Support Service
- Open to promote consultation and development of the value for money process
- Clear so that providers have had an opportunity to contribute to the appraisal process
- Provide transparent and reasoned results to facilitate equity

The values for money indicators do not create an onerous administrative burden on either the provider or the LBH (administrative authority). They are based on existing contractual and review data as follows:

- a) Cost
- b) Staff hours
- c) Number of users
- d) QAF Scores

From this we are able to formulate a clear approach to understanding whether the service is demonstrating value for money and ensure that the final contract value negotiated for the future is correct for that service.

We will be continuing to work with all the providers who meet the criteria over the coming months to discuss and agree the future contract price.

See appendix 9 for more detail. (Presentation by Miles Partridge consultant to Inclusive Forum)

¹³ Appendix 9

g. Capital Issues.

The Housing Corporation's Approved Development Programme guidance for 2004/2006 stated that proposals must fit within local Supporting People strategies, and that written letters of support would be needed to confirm the availability of revenue funding. Priority will be given to schemes with a flexible design, which can be used for a range of client groups or returned to general needs housing if necessary.

The final allocations included only 385 units of supported housing across London, divided as follows:

Client group	No of units
Elderly with Warden Support	111
Frail Elderly	162
Alcohol	12
Learning Disabilities	24
Mental Health	45
Physical Disabilities	8
Vulnerable Women with Children	9
Women at risk of Domestic Violence	9
Young People at Risk	5

Given the size of London and the diversity of its population the number of units identified would appear inadequate. There is further complication in the separation of bidding for revenue and capital funding.

There are further issues in that the availability of development sites is limited within London and this is certainly true in Harrow. Therefore, we would seek to identify where we could best make use of existing scarce resources that were not being fully utilised, or no longer met need within the borough.

Also, we would seek to prioritise the remodelling of services or buildings to meet needs identified in this strategy or emerging needs identified by the review of existing provision of services.

Where existing strategies have identified the need for capital funding the Commissioning Body would require that all services met identified needs and that there was a clearly identified gap in supply that could not be delivered by any other types of service or provision.

All requests to support capital bids would be required to have a committed revenue budget that would represent strategic relevance and be acceptable in terms of cost and value for money.

However we recognise that any capital developments would have to go through the local planning process, which in an area of high housing stress and low site availability is not a quick process. We would endeavour to work with our local authority planning officers if capital developments were deemed necessary.

h. Harrows Charging Policy:

In 2002 the Department of Health (DOH) introduced a fairer charging policy and provided guidance to local authorities on how to set charges for non- residential services. Although councils are not required to charge for these services in the event that they do decide to charge, they are expected to follow the principles and guidance set out in the policy.

Harrow agreed its Charging Policy in 2002 following consultation with service users and providers. It was implemented for Supporting People when it went live on 1st April 2003. We were clear within our Shadow Strategy that we would continually review how the policy was working and any problems being experienced by service users. In November 2004 we reviewed how this policy was working taking views from a wide variety of stakeholders and service users. The response was positive and we are proud of how this process is working.

Some positive facts about the Harrow charging policy:

- 100% of monthly invoices are sent out on time
- There is a minimal arrears rate of only 2.5%
- There are a range of methods to pay charges ensuring easier access such as online and telephone payments, cash offices and direct debits.
- The arrangements are well understood by service users
- A wide range of clear and easily understood information is available for service users about charging
- 75% of providers were satisfied with the LBHs approach to charging arrangements
- 84% were either satisfied or very satisfied with their own understanding of the Charging Policy
- 67% were either satisfied or very satisfied with provision of training on the policy by LBH.

ODPM continue to expect us to charge for services where a person who is receiving a service is financially able to make a contribution to that payment. The way this is operated in Harrow is as follows.

People, who live in supported (Warden) accommodation will, pay for housing related support costs in the form of a charge called Supporting People.

The Supporting People charge covers services like Helpline and warden services.

If a person is in warden-controlled accommodation they will be charged as follows for their support charge.

1. If they are in receipt of housing benefit they will not be required to pay towards their support cost.
2. If they are on a low income, they may be able to have the support charge reduced. To obtain a reduced charge they will need to complete a housing related support finance form and a financial assessment will be carried out based on their individual circumstances to see how much they will need to pay each week. Charges are calculated on the basis of 75% of disposable income, after income and expenditure has been taken into account.

3. If they have more than £20,000 savings or capital they will be charged the maximum amount of the support charge, up to £81 per week. They do not need to be financially assessed they can simply pay the full cost charge of the Supporting People housing related support services.
4. For those who receive both a home care and a Supporting People service they will not pay more than the maximum charge of £81 in total for both services in any week.

Providers of services will be paid their full contract price for these services and the London Borough of Harrow will claim this back from the individuals who are eligible to pay for the service using the local Fairer Charging Policy as demonstrated above. This is known as a block gross chargeable contract and has been our preferred method of operating a charging policy since we went live in April 2003. All the feedback we have received has been positive and we have no plans to change the Charging Policy over the next five years.

i. Procurement Policy

Contract procurement rules promote good purchasing practice and public accountability. They deter any corruption, which is a criminal offence. The rules for purchasing and disposal must comply with contract procedure rules, financial regulations, code of conduct and with all UK and European Community binding legal requirements.

ODPM are clear that all procurement of Supporting People services should follow the strict guidelines of procurement to ensure that service purchasing is transparent and value for money.

The LBH as the administering authority has a clear and comprehensive procurement policy¹⁴, which governs how officers procuring or disposing of goods, items or services on behalf of the council should operate.

Officers must:

- Follow the Contract Procedure Rules when purchasing goods or services
- Take all the necessary procurement, legal, financial and professional advice
- Declare any personal or financial interest in a contract (more information contained in the officer's code of conduct)
- Plan their procurement to allow sufficient time for submission of quotations or tenders and evaluation
- Keep quotations and tenders confidential
- Complete a written contract or council order before the supply or works begin
- Keep records of dealings with suppliers
- Assess each contract afterwards to see how well it met the purchasing need and whether it delivered value for money.
- Only work within delegated authority levels.

¹⁴ Harrow council contract procurement rules

Section 5.

Harrow's Annual Plan for 2005-06

Introduction

The Commission Body will produce a financial plan each year. This will be based on the five year strategy and will take into consideration the emerging financial position of the Administering Authority and issues such as OPDM grant allocation, strategic priorities, risks and the emergence of other key information in delivering the strategic objectives of Supporting People in Harrow. The plan will be monitored by a number of key bodies, including:

- The Core Strategy Group
- The Supporting People Financial Monitoring Group
- The Thematic Sub-groups

These groups will in turn report to:

- The Commissioning Body
- The Supporting People Advisory Panel (Cabinet of the LB Harrow)

Harrow has always managed the Supporting People Programme prudently and we will continue to do so. Our priorities for the coming year will be:

- To complete the service review timetable
- Develop services based on the outcome of service reviews
- Continue to use our value for money methodology to ensure cost effective and efficient use of resources
- Develop the "fixed term - fixed price" approach to contracting for service
- Ensure continuous improvement by working with providers and stakeholders
- Develop our work with service users to involve them more closely with the programme
- Implement the recommendations of the Audit Commission Inspection
- Work within corporate priorities to ensure that we are successful in our aims

a. Service developments

Service developments timetabled for 2005/06 are set out below.

Older people with support needs and frail elderly

Harrow is currently reviewing all its services for older people and Supporting People is working with this wide-ranging review to ensure that services remain strategically relevant and meet the needs of older people in Harrow. Whilst it is too early to pre-empt the review, it is envisaged that this may bring about, the need for change in the types of housing related support provided and also how and where services are delivered.

This may result in:

- New service provision
- Remodelling

- Decommissioning

We will therefore, have to work with service users and other stakeholders as well as with providers in the coming year to inform this change and discuss the pace of any such changes to ensure that we provide the most appropriate service for older people in Harrow.

Offenders

Our supply information has always indicated, that we are undersupplied with services for offenders and we will be working with the probation service to examine the current accommodation based service to ensure that referrals are managed efficiently and are from the local probation service.

We are in the process of setting up a non-accommodation based service for offenders, which will work with referrals from both the probation service and the Youth Offending Team.

Learning disabilities

We are working with our providers to look at ways of meeting the targets of the Learning Disability Housing Strategy. This will include:

- Working with our BME service providers to look at new non accommodation based services
- Working with accommodation based service providers to look at how services are provided to deliver choice and independence inline with the LD Housing Strategy
- Working with our partners in People First and the PCT to ensure that Housing Option Plans are used more widely

Homeless families

We will be reviewing all our existing services to homeless families and working with other stakeholders to ensure that the services are appropriate and meet the needs of services users and represent value for money.

Physical disability & Sensory Impairment

We will review our existing services and seek to look at the wider outcomes identifying gaps in supply against needs and commissioning priorities. Current provision is limited and we will seek to consider provision for more people with a diverse range of sensory impairment and physical disability. This work will be guided by any further developments such as National Service Frameworks.

HIV/AIDS

Current Service provision is fixed on a small number of properties in an accommodation based service. In the coming year we will reconfigure all the services to provide a more flexible non-accommodation based service to those in greatest need. We would seek to retain the current accommodation for the client group, so as to retain the accommodation and expand the service to work with more clients.

Mental Health

We will review all our Mental Health Services. We will consider the range and type of services looking at opportunities to provide a range of services, which support our partners in health.

Young people

During the coming year we will review all existing schemes and consider all new potential schemes in light of the Commissioning Bodies priorities, against the wider range of priorities for the Supporting People Programme. We will work with stakeholders to ensure that services meet the needs of young people and make use of existing services efficiently.

Generic services

Complete service reviews and work with stakeholders, examine the impact that generic support services have had on estate regeneration and across tenure type. We will also work to ensure services meet the wider objectives of social inclusion.

b. Diversity

We will continue to look at how housing related support services meet the needs of Harrows diverse community and will continue our work through the BME Housing Reference Group. The Supporting People Team will work with its partners and stakeholders, to ensure that the services are designed and commissioned to meet the needs of a diverse urban community. To this end we will continue our work on identify needs.

c. Achievements to date

The Harrow Supporting People Team has continued to develop and deliver the Programme in the past year. Progress has been made in:

- Developing the review process
- Developing a Value for Money Methodology
- Developing a steady state contract
- Audit Commission Inspection
- Decommissioning of 17 services

Which were all completed in 2004/05

Progress has also been made on development of services and service delivery.

Much has already been achieved in 2004/05. We have a full work plan of service developments, and at the time of writing this strategy, good progress is being made, as set out in the following table. Any developments not completed in 2004/05 will be carried forward to 2005/06.

Objective	Progress at 01.04.05
Commission 2 nd Stage DV accommodation	Done
MHT Teenage Pregnancy Scheme (Jointly with LB Brent)	Done
Develop Pipeline Offender service	Workgroup established to identify costs and service specifications
Develop new circle of care service – LD Clients	First units on site March 05. Total scheme completed by Sept 05
Participate in the Review of Older persons services	Ongoing
Develop joint commissioning with Drug and Alcohol Team	Partnership established to review existing services and commission new services in line with current annual priorities
Work to support LD Housing Strategy	Ongoing
Examine the possibility of remodelling some BME specific LD services	Annual plan priority 05/06
Examine ways meeting needs in a broader variety of tenures including shared ownership/owner occupation	Annual plan priority 05/06
Develop clear protocols for referrals and management of Young People services	Annual plan priority 05/06

d. Service reviews

Service reviews timetabled for 2005/06 are set out below:

	Services	Commissioning Body	Contact Negotiation by
Stage 1	Older People	Jan 2005	Sept 2005
	Learning Dis.	Jan 2005	Sept 2005
	New Service 2006/07	Jan 2005	Sept 2005
Stage 2	Young People	Sept2005	Jan 2006
	Mental Health	Sept 2005	Jan 2006
	DV	Sept 2005	Jan 2006
	Homeless Families	Sept 2005	Jan 2006
	Phys Dis.	Sept 2005	Jan 2006
	Generic	Sept 2005	Jan 2006
Stage 3	Drug and Alcohol	Jan 2006	March 2006
	Offenders	Jan 2006	March 2006
	HIV & Aids	Jan 2006	March 2006

Managing the timetable

The Core Strategy Group receives regular progress reports on service reviews in order to ensure that the timetable is maintained.

On-going management of the programme

The Supporting People Team have always delivered the programme by developing a work plan. The Core Strategy Group will monitor this work plan and report to the Commissioning Body. The Governance review identified the way forward through three thematic groups, which will also play a key role in directing the work of the Supporting People Team and the management of the programme. These objectives include:

e. Commissioning Priorities for 2005/6

The Commissioning Body meeting held on 1st March 2005 has agreed the four key areas of work including services requiring commissioning during 2005/6.

These areas are in priority order:

Services for Offenders due to limited provision in place and demonstrable needs

Services to those with complex needs of substance misuse and mental health issues including need for specialist B&ME provision for these client groups.

Or

Combination of the two above

To explore the need for services to those living in the owner occupier sector and requiring housing related support service to prevent loss of home or sustain longer their ability to live in their home without needing to access more intensive services.

Over the coming six months we will be undertaking intensive work to ensure that by later summer we shall be well on in the commissioning process for delivering our year 05/06 priorities for Harrow.

f. London Borough of Harrow - Budget Projections Supporting People*

Projected Expenditure	2004/05	2005/06	2006/07	2007/08
	£s	£s	£s	£s
Older Persons	1,113,652	1,010,683	885,649	885,649
Learning Disabilities	857,848	600,679	546,051	546,051
Young People	349,602	353,385	317,341	317,341
Mental Health	526,740	471,549	419,663	419,663
Women Fleeing Domestic Violence	94,662	96,082	100,342	100,342
Homeless Families	375,449	379,594	332,912	332,912
Phys Disabilities	13,875	14,083	14,708	14,708
Generic	139,495	139,495	91,632	90,000
Drug and Alcohol	45,136	45,136	47,618	47,844
Offenders/Ex	51,500	74,000	99,333	99,590
HIV Aids	42,805	42,805	43,071	46,000
Teenage Parents	7,500	45,000	45,000	45,000
Leaseholders**	3,045	5,000	5,000	5,000
Contribution to Joint Commissioned Services				
New Services (not committed 2004/05)***		248,308	577,481	577,481
Total Projected Spend	3,621,310	3,525,800	3,525,800	3,527,580
Grant allocation****	3,624,556	3,498,300	3,498,300	3,498,300
Charge Income	-	-	-	-
Recharge for Ineligible Services		5,000	5,000	5,000
Contribution to Joint Commissioned Services	3,750	22,500	22,500	22,500
Total Project Income	3,628,306	3,525,800	3,525,800	3,525,800
Deficit/Surplus carried forward	6,995	-	-	1,780

* This projection does not include possible savings made through re modelling existing services.

** Leaseholders estimated figure

**** Total recycled funding available for reinvestment (this is a cumulative not annual figure)

****Grant for 2006/07 and 2007/08 are not confirmed assumed at standstill as Harrow received low savings target 2005/06

Section 6 – Appendix

Appendix	Title of Document
1	Glossary of Terms
2	Commissioning Body Terms of Reference
3	CB Membership
4	Memorandum of Understanding
5	Stakeholder Consultation List
6	Internal Stakeholder Consultation List
7	Survey form A – Providers
8	Survey form B – Other Stakeholders
9	Value for Money presentation to Inclusive Forum
10	ALG – Draft Cross Authority Statement
11	West London Lead officers Terms of Reference
12	Review Programme Timetable
13	Supporting People Risks and Contingency Arrangements.
14	Supporting People Draft Consultation and Communication Policy
15	GIS maps

APPENDIX 1

Glossary of Terms

Abbreviation	Explanation
Supporting People	Government programme for planning and funding housing related support services
Housing Related Support services	Services defined as Welfare services under the Supporting People Grant directions issued by the Government by the powers under section 93 the Local Government 2000
ODPM	Office of the Deputy Prime Minister – the department presently responsible for administering England's Supporting People Programme
Administering Authority	The Local Authority responsible for administering the Grant and ensuring the structures are in place to meet the Grant conditions.
Local Probation Board	"local probation board" has the meaning given by section 4 of the Criminal Justice and Court Services Act 2000;
PCT	"Primary Care Trust" means a body established under section 16A of the National Health Service Act 1977;
Commissioning Body (CB)	The partnership responsible for strategically planning the Supporting People Programme for the defined Local Area. 1 equal vote for Local Authority, PCT and Local Probation Board. See appendix X for your local CB representatives
Core Strategic Group (CSG)	A group of key Commissioning Stakeholders who produce recommendations on priorities for action by the Commissioning Body. They should represent all those who have an interest in meeting local needs as part of their duties. See appendix x for your local CSG representatives
Accountable Officer	The officer within the Administering Authority responsible for reporting on the Programme
Cross Authority	'Cross-Authority Access to Services' means the new provision of <i>Supporting People</i> services to a cross-authority service recipient through structured referral, or open access, in line with any <i>Supporting People</i> guidance on these access routes.
Cross Authority Service Recipient	"Cross-Authority Service Recipient" means any service recipient who, immediately prior to the acceptance for <i>Supporting People</i> services did not reside in the area of their host authority, nor have any other previous connection with that host authority
Host Authority	the local authority for the local government area in which a <i>Supporting People</i> service is located
LBH	London Borough of Harrow (Administering Authority for Supporting People Programme)
Service User	Those people who are presently receiving housing related support funded though the Supporting People Programme.
B&ME	Black and Minority Ethnic Groups.
Cross Authority	Working more broadly than your own authority's boundaries. Cross Authority Group
Designated Service	A service, which has been seen by ODPM as national importance. Importance as they are used by people who are not always from within the Host authorities boundaries.
Legacy Funding	Funding for supported housing prior to 1 st April 2003. The legacy funding was aggregated together to form the Supporting People Grant through the Golden and Platinum cut exercises.
Procurement	A process for buying in goods or services.

London Borough of Harrow

Supporting People

Commissioning Body

Terms of Reference

Purpose of the Group

The Supporting People Commissioning Body has overall strategic responsibility for the Supporting People Programme within LB of Harrow. It will agree a Supporting People strategy and annual plan for Harrow and achieve its objectives within a Best Value context by identifying and allocating revenue resources and prioritising capital allocation. The membership will come from the three key statutory agencies of Housing/Social Services, Probation and Health.

Key Responsibilities

Strategy

- To agree a Memorandum of Understanding between the Commissioning Body and Administering Authority (Harrow)
- To agree priorities for commissioning of new housing related support services within the context of emerging jointly agreed strategic objective
- To identify complementary funding
- To agree the Supporting People Vision, Strategy and Annual Plan and to submit to local authority Members for approval.
- To review the current Supporting People strategy against the terms of ODPM Grant Conditions and Directions and the direction of Ministerial steering statements and statutory guidance
- To review the Supporting People strategy in light of service user, partner and stakeholder consultation, agree an Annual Plan, and, to consider any substantial changes

- To give due regard to any comments made by the Secretary of State on the strategy or Annual Plan
- To consider any substantive changes to the strategy
- To ensure the Administering Authority (Harrow) has the necessary resources to fulfil the Annual Plan by monitoring expenditure throughout the year to monitor the likely income and expenditure requirements for future years of the programme so that decisions can be made on the allocation of resources and to determine the level of resources allocated to each welfare service category.

Services

- To consider the impact of Supporting People service reviews generally, taking into account the views of all partners, stakeholders and service users and agree on substantive changes to services
- To approve the programme for service review and monitoring
- To determine the meaning of "high cost" services and to consider the impact of such services on the budget as a whole
- Consider compliance and general financial matters including contractual risks and constraints and service user eligibility

Expectations of members:

- To attend all quarterly meetings of the Commissioning Body or send a suitably informed deputy
- To consider with care all papers sent prior to meetings
- To contribute views and make written comments on specific proposals between meetings when necessary
- To reconfirm their participation in the group every year
- To represent fairly the views of statutory stakeholders, providers, service users and Members when making decisions
- To attend extraordinary meetings when necessary

Membership

Members will include one voting member each from the key statutory stakeholders, Administering Authority, Primary Care Trust and Local Probation Board. The Chair will be elected annually by the Commissioning Body from one of the three statutory stakeholders

- **List voting members 2005**

- Administering Authority - Penny Furness-Smith – Director of Community Care - People First LBH (Chair)
- Primary Care Trust – Andrew Morgan ,Chief Executive, Harrow P.C.T.
- Local Probation Board – Amanda Tooth, Housing Development Manager .London Probation
- Two out of Three voting members will be quorate

Named Deputies – deputies to be advised at least four working days before meeting
Decision Making

Under the terms of Supporting People Grant Conditions, one member is entitled to one vote of equal weight and decisions are carried by unanimous vote. The Commissioning Body may not make a decision that is incompatible with advice on any matter from the Administering Authority where that decision raises a financial or compliance matter.

Protocol

The Three Key Agencies have one vote each. The group may also invite others to attend meetings as appropriate but they will have no decision-making powers or voting rights. If a partner Agency misses three consecutive meetings the CB will review their position.

Frequency

The Commissioning Body will meet quarterly, aiming to align meetings with bidding cycles for funding and other strategic and commissioning cycles. There may be a need for members to contribute views and make written comments on specific proposals between meetings.

Servicing

The organisation of meetings and the servicing of the Commissioning Body will be undertaken by the Supporting People Team.

Appendix 3

Commissioning Body Membership

Name	Representing	Contact details
Penny Furness – Smith		penny.furness-smith@harrow.gov.uk
Amanda Tooth		Amanda.Tooth@london.probation.gsx.gov.uk
Andrew Morgan		Andrew.morgan:harrowpct.nhs.uk



**London Borough of Harrow
Supporting People Team**

MEMORANDUM OF UNDERSTANDING

Introduction

The Supporting People programme is a programme that is authorised by the Local Government Act 2000 and allows local authorities to spend money provided to them by the Office of the Deputy Prime Minister (ODPM) on welfare services, provided the local authorities comply with the restrictions attached to the provision of such money (“the SP Programme”).

The SP Programme offers vulnerable people the opportunity to improve their quality of life by improving, integrating and supplying welfare services which relate to ‘housing related support’ (see Appendix 1 below for definition).

This is to be achieved by:

- the setting up of a framework within which local authorities will work jointly with other agencies and partners to plan and commission welfare services for vulnerable people; and
- the provision of a central government grant to local authorities towards expenditure incurred by them in providing, or contributing to the provision of, welfare services for vulnerable people.

The London Borough of Harrow (“the Administering Authority”) has established a body with the terms of reference as provided for by its constitution, which is to be responsible for planning the strategic direction of the welfare services provided for within the London Borough of Harrow as well as the commissioning and funding of support services (“the Commissioning Body”).

The Administering Authority and the Commissioning Body (together “the Parties”) have decided that the following guidelines and procedures are to

form the basis on which they intend to work together to implement the SP Programme. This Memorandum of Understanding is an expression and record of the purpose and intention of the Parties, however it is not intended to be a formal legal agreement, and shall not be subject to legal jurisdiction in the law courts. As such this Memorandum of Understanding is strictly subject to contract.

Procedures and Guidelines

1. Compliance

- 1.1 The Parties agree to comply with the spirit and intent of this Memorandum of Understanding and of the SP Programme.

2. The Commissioning Body

- 2.1 The Commissioning Body is responsible for planning the strategic direction of the welfare services provided for within the London Borough of Harrow as well as the commissioning and funding of support services.

- 2.2 The Commissioning Body will:

- 2.2.1 ratify the proposed strategy to implement the SP Programme ("the SP Strategy") including each annual plan ("the SP Annual Plan");
- 2.2.2 consider any significant changes to the approved SP Strategy and SP Annual Plan;
- 2.2.3 review the approved SP Strategy;
- 2.2.4 approve the service review and monitoring programme submitted by the Administering Authority; and
- 2.2.5 approve charging rules for welfare services to be applied by the Administering Authority.

- 2.3 The Commissioning Body will not seek to enter into any contract, whether in its own name or on behalf of the Administering Authority, nor will it seek to commit or incur liability whatsoever on behalf of the Administering Authority except in so far as expressly authorised in writing by the Administering Authority. The Commissioning Body recognizes that it does not have the requisite legal personality to enter into any contract.

3. The Administering Authority

- 3.1 The Administering Authority is accountable to the Secretary of State in relation to the SP Programme.

- 3.2 The Administering Authority will:

- 3.2.1 establish and maintain the Commissioning Body, and use its reasonable endeavours to ensure the Commissioning Body has the power to agree and review the SP Strategy and SP Annual Plan;
- 3.2.2 provide those resources that are reasonably required by the Commissioning Body to carry out its responsibilities set out at clause 2 above;
- 3.2.3 compile and maintain an accurate list of all SP Programme services within the London Borough of Harrow ("the Commissioning Body's Area"), including levels of cross-authority access to all SP Programme services;
- 3.2.4 maintain up-to-date records of levels of cross authority access to services within the Commissioning Body's Area;
- 3.2.5 receive grant monies from the Secretary of State and spend those monies in accordance with the directions of the Commissioning Body providing those directions comply with relevant directions and guidance regarding welfare service categories set out in the SP Programme;
- 3.2.6 comply with any conditions of a grant;
- 3.2.7 appoint an Accountable Officer (AO), who will take corporate responsibility for the SP programme. In order to be consistent with the guidance from the ODPM, the AO will not be the SP lead officer. The AO is currently the Chief Social Worker. The AO may be subject to change in accordance with the structure of the New Harrow Project, but will remain be a senior manager of the London Borough of Harrow.

- 3.2.8 advise the Commissioning Body on key aspects of the SP Programme including:
 - 3.2.8.1 any cross-authority services implications including base-line targets;
 - 3.2.8.2 budget and financial implications;
 - 3.2.8.3 services that are designated as of national or regional significance, including proposal to withdraw funding;
 - 3.2.8.4 the scope of welfare services included within the definition of 'housing related support';
 - 3.2.8.5 compliance with relevant directions, guidance or targets as prescribed by the Secretary of State or conditions attached to a particular grant;
 - 3.2.8.6 contractual risks and implications; and
 - 3.2.8.7 disputes including disputes arising due to monies being withheld under the SP Programme arrangements.

- 3.2.9 assist the Commissioning Body in preparing the SP Strategy and SP Annual Plan and any changes to those documents, including carrying out any required consultation;
- 3.2.10 refer any proposed significant change to the SP Strategy and SP Annual Plan to the Commissioning Body for consideration – significant is used here to refer to issues that;
- 3.2.11 provide for appropriate administrative and financial systems and ensure a certified audit report is provided to the Secretary of State as required;
- 3.2.12 provide reports to the Secretary of State and attend meetings with the Secretary of State or his or her representative(s) as required by the ODPM as required to ensure effective financial and management control;
- 3.2.13 execute and monitor all contracts entered into as part of the SP Programme;
- 3.2.14 suspend and terminate contracts with service providers, where appropriate with the consent of the Secretary of State, and provide reasons to the Commissioning Body;
- 3.2.15 develop a service review monitoring programme and submit it to the Commissioning Body for approval; and
- 3.2.16 comply with the Financial Procedure Rules, the Procurement Procedure Rules and Contract Regulations and any other relevant provision in the London Borough of Harrow's Constitution.

4. The Supporting People Team

- 4.1 The Administering Authority will set up a Supporting People team, which will be made up of those people employed by the Administering Authority who are specifically required to deliver the SP Programme (“the SP Team”).
- 4.2 The SP Team are to take instructions from the Administering Authority and the ODPM, after full consideration of any views from the Commissioning Body partners (PCT and Probation) and the SP Core group on how the programme should most appropriately be delivered in London Borough of Harrow.
- 4.3 The SP Team will work by setting appropriate timescales for completion of tasks linked to the SP Programme, following guidance from the ODPM, together with any local priorities as set by members of the Commissioning Body.
- 4.4 SP Programme work shall be allocated and coordinated by the SP Team.
- 4.5 The SP Programme team will:

- 4.5.1 work with groups of users, practitioners, agencies and interest groups in developing the Strategy;
 - 4.5.2 work in partnership with the SP Core Group;
 - 4.5.3 link the Strategy into other programmes and initiatives;
 - 4.5.4 develop the necessary partnerships to enable the SP Programme to be developed and delivered;
 - 4.5.5 obtain and maintain the necessary information to allow the SP Programme to be maintained and expanded;
 - 4.5.6 carry out the local purchasing process in conjunction with relevant members of the Administering Authority.
- 4.6 The allocation of work will take into account any guidelines and deadlines set by the Secretary of State.

5. The Supporting People Core Strategy Development Group

- 5.1 The Administering Authority will also set up a Core Strategy Development Group in accordance with ODPM guidance (“the SP Core Group”). The membership of the SP Core Group in London Borough of Harrow is currently made up of the following agencies, which is consistent with guidance from the ODPM (Oct 2001):
- 5.1.1 London Borough of Harrow Representative (Anna Robinson)*
 - 5.1.2 Health agency representation – PCT (Debbie Robinson)*;Chair
 - 5.1.3 Voluntary sector representatives (drawn from those providers who receive SP funds in London Borough of Harrow);
 - 5.1.4 London Probation service (Hermione Wright)*
 - 5.1.5 SP Team (Christopher Holley).

* Indicates voting member

- 5.2 The inclusion of voluntary sector representatives on the SP Core Group, their role and numbers shall be subject to annual review. Any changes shall be agreed with the Commissioning Body Partners (or their representatives on the SP Core group), after full consideration of the views of local voluntary sector fora that represent SP service providers in London Borough of Harrow (e.g. the Harrow Supporting People Provider Group).
- 5.3 The SP Core Group will:
- 5.3.1 oversee the development of the SP Strategy;
 - 5.3.2 allocate work to the SP Team;
 - 5.3.3 oversee the work of the SP Team at an operational level;

- 5.3.4 consider proposals for the SP Strategy, regarding strategies for each client group, priorities for expenditure, proposals for capital bids etc;
- 5.3.5 set priorities for future spending priorities and changes in the way the SP Programme services are operated;
- 5.3.6 put forward a draft SP strategy to the CB; and
- 5.3.7 be responsible for consultation with local agencies.

6. Communication

- 6.1 The Commissioning Body will receive written reports for discussion and comment at each CB meeting on:
 - 6.1.1 local progress against targets set by the ODPM;
 - 6.1.2 local issues of concern that may affect the delivery of the SP Programme, including areas of risk, along with any contingency actions and/ or proposals;
 - 6.1.3 information on issues that need to be resolved by the Commissioning Body partners, relating to the operation of the SP programme; and
 - 6.1.4 update on issues where the CB partners may wish to make representations to the ODPM or other key regulatory or funding bodies.
- 6.2 The Parties are entitled at any time to make representations and recommendations to the other relating to the other party's performance of its obligations.
- 6.3 The Commissioning Body and the Administering Authority shall meet approximately four times per year or as determined by the parties.
- 6.4 The Administering Authority will convene the meetings referred to in 5.3 above and will also prepare agenda's and minutes of such meetings.
- 6.5 Communication between the Commissioning Body and the Administering Authority will be achieved by quarterly written updates to the Commissioning Body from the SP Team.

7. Other Funding

- 7.1 The Parties acknowledge that the Administering Authority will receive grants for the provision of welfare services within the Commissioning Body's Area that are not specifically granted to fund the SP Programme. While it is intended that such funding will be used by the Administering Authority to fund the SP Programme, the Parties acknowledge that it is not necessary for all or part of such monies to be applied to the funding of the SP Programme, and that the spending of such money is not subject to the restrictions that SP Programme funding is.

8. Confidentiality

- 8.1 Each Party shall at all times keep confidential (and use its best endeavours to procure that its employees, agents, sub-contractors and any other person under its control shall keep confidential) all information which it or they may acquire in relation to the business and affairs of the other or the business and affairs including personal affairs any third party and shall not use or disclose such information except with the consent of that other Party.

9. Dispute resolution

- 9.1 The parties shall make reasonable attempts to resolve any question, dispute or difference between them.
- 9.2 *If any dispute cannot be resolved amongst the members of the commissioning body, then the Chairman shall have a casting vote. If members are dissatisfied with the final decision by the Chairman, then they will be required to detail their concerns in a written submission to the Chairman of the SPCB within seven days of the disagreement. If after a further seven days written confirmation of a resolution and agreement cannot be achieved between the members, the process detailed at 9.3 below shall be invoked.*
- 9.3 In the event that the parties cannot resolve any question, dispute or difference between them the matter shall be referred to the Secretary of State in accordance with the directions issued by the ODPM under section 93 (9) of the Loc Gov Act 2000 the "Supporting People Grants (England) Directions 2002".

10. Review, amendment and termination

- 10.1 This Memorandum of Understanding will be reviewed annually each September at a meeting of the Commissioning Body and the Administering Authority or earlier should any relevant statutory or other legislation or guidance affecting anything contained in this Memorandum of Understanding between the Parties come in to force.
- 10.2 In reviewing this Memorandum of Understanding the following matters will be taken into account:
- 10.2.1 the views of the members of the Commissioning Body and the Administering Authority;
 - 10.2.2 feedback from the Secretary of State on the progress of the SP Programme locally; and

10.2.3 any changes in the responsibilities of the Administering Authority and/or the Commissioning Body.

10.3 Proposed amendments of this Memorandum of Understanding will be ratified by both the Administering Authority and the Commissioning Body (in accordance with the voting procedures set out in the Commissioning Body's terms of reference) before being incorporated into this document.

10.4 No amendment to this Memorandum of Understanding will be effective unless it is made in writing.

Signed Date

Signed Date

Signed Date

Signed Date

APPENDIX ONE

Summarised definition of 'Welfare Services' as defined by the ODPM (draft grant conditions published in November 2002)

Category	Additional information
a) Preventative Housing Related Support	Purpose must be: i) developing a person's capacity to live independently in the community, or sustaining their capacity to do so; ii) expanding tenure choices for people who, without support, might be in institutional care, or become homeless or breach the terms of their tenancy; or iii) in the case of homelessness or domestic violence, providing immediate refuge.

b) Tenancy or Housing Related Support Services to new and existing tenants/ householders	Applies particularly to those rehoused who are homeless or vulnerable for other reasons.
c) The Housing Related Support services element of any service which as at 31 March 2003 is (partially or fully) funded by SMHG, DSS Resettlement Programme grant, THB, Probation Accommodation grant, HIA grants, unpooled Housing Revenue Account and Large Scale Voluntary Transfer grant, Income Support or Jobseekers Allowance	The Secretary of State may delete any or all of these funding sources at any time by issuing further directions.
d) Integrated welfare services which are not funded by any other public funds and are new additional welfare services; or	
e) Occasional services considered by the AA to be ancillary to another welfare service within one of the welfare service categories set out above.	Must only be provided on an ad-hoc basis by staff delivering other welfare services eligible for grant under another category (eg sheltered housing warden carrying out a personal care task in an emergency, or the occasional provision of childcare where appropriate to enable the service recipient's support package to be properly delivered).

In order for a service to be eligible under any of the above categories, the recipients must have specific vulnerabilities, which make them in need of support, and this support must be provided as part of an identified service package to which both the service provider and the service recipient have agreed. In addition, the provider must have agreed for his service to be monitored and reviewed by the AA to ensure its quality and appropriateness.

Where services are provided as part of a package of care, support and housing management delivered by one or more providers (eg services provided as part of a package of a community care package) they may only be treated as eligible welfare services under categories (a) or (b).

Appendix 5**Consultation List Is there a data protection issue with this list???**

Organization	First Name	Surname	Position
Acting Chief Social Services Officer	Nick	Georgiou	Acting Chief Social Services Officer
Acton Housing Association	Chris	Mackenzie McKenzie- Parchment	Supporting People Project Officer
Acton Housing Association	George		
Adolphus Care Ltd	Vince	Small	
Age Concern	Ann	Hurley	
Anchor Trust	Debbie	Holdsworth	Supporting People Co-Ordinator
Anchor Trust	Cindy	Newton	
Anchor Trust	Glynis	Ramsey	Scheme Manager
Anchor Trust	Grahame	Seely	
Anchor Trust	Patricia	Westoby	Scheme Manager
Apna Ghar	Anil	Vasudev	
Apna Ghar H.A	Rashmi	Brodie	
Apna Ghar H.A	Jyotika	Patel	
Asra Greater London Housing Association	Shephali	Ledlie	
Asra Greater London Housing Association	Kiron	Mahal	Supported Housing Manager
Assertive Outreach Team	Michael	Browne	
Assertive Outreach Team	Roger	Bungaroo	
Assertive Outreach Team	Andrew	Crowther	
Bartle-Linney Associates	Hilary	Bartle	
Bartle-Linney Associates	Jo	Linney	
Best Value Manager	Martin	Randall	Best Value Manager
Bnai Brith JBG HA Ltd	Sarah	Clarke	
Bnai Brith JBG HA Ltd	Jane	Goodman	
Bridge Housing Association	Kathleen	Hopgood Quansah- Hart	Manager (Anmer Lodge)
Bridge Housing Association	Nana		
Bridge Housing Association	Alex	Seery	
Civic 9	Gillian	McLaughlan	Teenage Pregnancy Co-Ordinator
Contracts Manager	David	South	Contracts Manager
Council for Racial Equality	Prem	Pawar	
Drugs and Alcohol	Jane	Kennedy	Drugs and Alcohol SDG
First Move	Richard	Eagle	
Frays Rash Ltd	Dawn	Palmer	
H.U.M.H.S	Mark	Hall-Peerson	
Harrow & Hillingdon Healthcare NHS Trust	Will	Evans	
Harrow Adult Placement Service	Gabby	Fullbrook	
Harrow Adult Placement Service	Deborah	Hattam	
Harrow Adult Placement Service	Denise	Larney	Senior Support Officer
Harrow Association for Disabled People	Stuart	Dashwood	Disabled Parking
Harrow Association for Disabled People	Komall	Popat	Advocacy Service
Harrow Churches Housing Association	Donald	Graham	
Harrow Churches Housing Association	Krishna	Kanagara	
Harrow Churches Housing Association	Carmel	Miedziolka	Director

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Harrow Churches Housing Association	Tanya	Mills	
Harrow Churches Housing Association	June	Swaby	
Harrow Consortium	Briony	Watson	
Harrow Consortium for Special Needs	Carol	Barrett	Housing Manager
Harrow Council for Racial Equality	Robert	Seaman	
Harrow Helpline	Asoke	Dutta	Chair H.P.S.C.S.G
Harrow Helpline	Mary	Biddle	
Harrow Mencap	Janet	Clancy	
Harrow PCT	Deven	Pillay	
Harrow Probation Office	Natalie	Grazin	
Harrow Social Services	David	Griffiths	
Harrow Unified Mental Health Services	David	Burnell	Head of Community Care
Harrow Unified Mental Health Services	Carole	Harrison-Read	
Harrow Women's Association	Ruth	Shippey	Services Manager
Harrow Young Persons Centre	N	Desai	
Heritage Care	Paul	Casey	
Heritage Care	Philipa	Jones	
PentaHact	Dave	Mitchell	
PentaHact	Anne	Hay	
PentaHact	Steve	Hurry	
PentaHact	Russell	Lincoln	
PentaHact	Jim	McEllinney	
Homeless Forum	Dennis	Price	
Hounslow Supporting People Team	Helen	Bedser	West London Lead Officer
Housing Manager	David	Hooper	Housing Manager
Housing Needs Manager	Laurence	Coaker	
Housing Provision Manager	Hilary	Wright	Housing Provision Manager
Intensive Community Support Team	Anne	Joseph	
L. B of Harrow	Tracy	Hutton	
L.B.H Childrens Division	Jai	Batra	
Lifeskills	Liz	Macalister	Free Lance Trainer
London Borough of Ealing	Kwasi	Adu	Supporting People Co-Ordinator
London Borough of Harrow	Bernie	Flaherty	
London Borough of Harrow	Malcolm	Jeeves	I.C.T.S Manager
London Borough of Harrow	Flip	Smyth	Principle Housing Benefits Officer
Mencap	Andrew	Pointer	
Mencap (Harrow)	Jayshree	Joshi	
Mental Health SDG	Dick	Van Brummen	Mental Health SDG
Metropolitan Housing Trust	Simon	Cohen	
Metropolitan Housing Trust	Michelle	Lacey	
Metropolitan Housing Trust- Step Forward	Fiona	Clarke	
Metropolitan Housing Trust/Step Forward	Mark	Austin	
MIND	Bharti	Bhangi	
Multi Agency Partnership Manager			Multi Agency Partnership Mng
National Housing Federation			
Stadium H.A	Annette	O'Meara	Older Persons Service Manager
Novas Ouvertures Group Ltd	Christine	Chambers	

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Novas Ouvertures Group Ltd	Carla	Julien	Director
Novas Ouvertures Group Ltd	Richard	Polmeer	
Norwood	Bernice	Gabay	Supported Housing Service Manager
One Step At A Time	Karen	Garner	
P.O.P	Audrey	Brightwell	
P.O.P	Phiroza	Gan	
P.O.P	Gulnather	Khan	
P.O.P	Stephanie	Sinclair	
Paddington Churches H.A	Brian	Gardiner	
Paddington Churches Housing Association	Sian	Brady	
Paddington Churches Housing Association	Noreen	Coppin	
Paddington Churches Housing Association	Georgina	James	
Pinner House Society Ltd	Anne	Coleman	
Pinner House Society Ltd	John	Harvey	
Pinner House Society Ltd	Doreen	Yousif	
Primary Care Trust	Sue	McLellen	Chief Executive
Primary Care Trust	Debbie	Robinson	
Probation Office	Hermione	Wright	
Rethink Assessment Unit	John	Bryne	
Risk Management	Barbara	Huggan	
Room 17, Youngmans 2	Kalpana	Patel	Enabling Project Officer
Room 17, Youngmans 2	Elaine	Slowe	Enabling Project Manager
Room 21, Civic Centre	Elaine	Batchelar	Senior Contract Officer
Room 22	Laurence	Coaker	Housing Needs Manager
Sanctuary HA	Geoffrey	Gardiner	Area Manager
Sanctuary HA London Regional Office	Marcia	Heath	
Sanctuary HA, London Regional Office	Victor	Jolaoso	
Senior Accommodation Officer	Glen	Maloney	Senior Accommodation Officer
Sheltered Housing	Barbara	Wheatley	
SSAFA Forces Help	Amanda	Deakin	
SSAFA Forces Help	Michael	Goldschmidt	Director of Housing
SSAFA Forces Help	Lyn	Morgan	
Stadium Housing Association	Asit	Acharya	Director-Resident Services
Stadium Housing Association	Maureen	Tiller	
Stanmore Christian Housing Association	Lynette	Cooper	
Stanmore Christian Housing Association	Lynette	Cooper	
Stanmore Christian Housing Association	Barry	Ingate	
Staying Put Home Improvement Agency	Paul	Bandy	
Staying Put Home Improvement Agency	Steve	Nye	
Step Forward	Iain	Carruth	
Stonham Housing Association Ltd	Joy	Inameti	
Stonham Housing Association Ltd	Paul	Reynolds	Project Manager
Stonham Housing Association Ltd	Daniel	Waldron	
Strategy & Service Development Manager	Jane	Fernley	Strategy and Service Development Manager

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Strutton HA	Michelle	Bettany Eastman- Smith	
Strutton HA	Jeffrey	Carl	
Strutton HA	Carl	Graham	
Strutton HA	Louise	Hart	
Strutton HA	Annie	Robertson	
Sylv Sheehan Services Ltd	Sylv	Sheehan	
Team Manager			L.B of Harrow
Team Manager	David	Proudfoot	Team Manager
The Abbeyfield Harrow Society Ltd	Allen	Chadwick	Secretary
The Womens Centre - Harrow	Jan	Irwin	Centre Co-Ordinator
Warden Housing Association	Beverley	Hart	
Warden Housing Association	Stuart	Patterson	
Warden Housing Association	Chris	Wren	
Watkins House	Norma	Sterling	Sheltered Housing Manager
West London YMCA	Reginald	Parkinson	Director of Housing
Womens Aid	Joy	Saunders	
Women's Pioneer Housing Limited	Christine	Simpson	
Youth Offending Services Manager	Richard	Segalov	Youth Offending Services Manager
	Michael	Lewis	
	Bridget	O'Sullivan	
	Joan	Penrose	

Appendix 6 – Consultation list B**Consultation list of internal stakeholders**

Christopher Holley	Supporting People Manager , Urban Living
Jane Fernley	Strategy and Service Development Manger , Urban Living
Helen Whicker	Supporting People Project Officer , Urban Living
Alan Gunn	Supporting People Project Officer , Urban Living
Rebecca Caprara	Strategy and Resources Manager , Urban Living
Anna Robinson	Director of Strategy , Urban Living
Alison Pegg	Development Manager , Urban Living
Dick Van Brummen	Group Manager Mental Health and Learning Disabilities
Shane Brackenbury	Group Manager Physical Disabilities, Sensory Services and Older People
Richard Segalov	Head of Youth Offending Service
Gareth Llywelyn-Roberts	Chief Environmental Health Officer
Laurence Coaker	Acting Housing Needs Manager
Debbie Robinson PCT	Joint Commissioning Manager for Learning Disabilities
Alison Butler PCT	Joint Commissioning Manager for Older People
Jane Warner PCT	Joint Commissioning Manager for Mental Health
Johanna Morgan	Group Manager Project Management & Development, People First
Geoff Wingrove	Director of Strategy, People First
David Ward	Service Manager, Chief Executives Dept
Martin Randall	Best Value Manager
Steve Tingle	Finance Manager , Urban Living
David Kerrigan	Corporate Performance Management
Donna Edwards	Housing Finance Manager
Myfanwy Barrett	Director of Financial and Business Strategy, Business Connections
Hermione Wright	Probation, Assistant Chief Officer
Jeff Hobden	Interim Director of Community Care, People First
Paul Clark	Director of Children's Services, People First
Bindu Arjoon	Policy and Partnership Service Manager , Organisation Development
Sharon Hall PCT	Child and Adolescent Mental Health Commissioning Manager
Jasvinder Perihar	Carers Strategy & Prevention Manager
Rosanna Cowan	Substance Misuse Commissioner , Urban Living
Lesley Parker PCT	Head of Joint Commissioning
Hayley Bath PCT	Childrens and Womens Health Strategy Manager
Susan Dixon	Audit Manager – Business Connections
Mark Buckinham	Income and Payments Manager , Chief Executives Department
Hilary Bartle	Consultant
Sandie Roberts	Supporting People Contract Officer , Urban Living
Jo Linney	Consultant
Martyn Ellis	Head of Planning and Performance Management , People First
Blackhall for S Dixon)	Consultant Audit , Business Connections
Terri Drake	Supporting People Administration Officer

Survey form A

London Borough of Harrow

SUPPORTING PEOPLE STRATEGY NEEDS SURVEY

**INTERVIEW SCHEDULE FOR PROVIDERS of Supporting People or housing related support services ONLY.
Other stakeholders should complete form B.**

Name of person	
Position in Organisation	
Organisation	
Contact Telephone	
Email address if you have one.	

A: About YOUR ORGANISATION

A1a What is the main purpose of your organisation?

What are the aims and objectives of the service you offer?

A2 When was your organisation established?

A2b How long have you been providing this particular service?

A3 How and why was it established?

A4 What type of housing and housing related services and/or activities are delivered by your organisation?

A5 How many staff full time equivalent staff does your organisation employ?

How many of these staff deliver specific housing related support duties only (please use Full Time Equivalents)?

B: Areas covered

B1 Is your organisation:

National

Regional

Sub regional

Harrow area only

B2 How many housing related support services do your organisation deliver which is funded by Supporting People in London Borough of Harrow?

B3 Does you organisation provide other services in London Borough of Harrow that are not funded by Supporting People? Yes/no

If yes please give broad details of the services:

B4 Is your service:

Accommodation based: Yes/no

If yes please specify number of units

Floating Support: Yes/no

If yes please specify caseload

B5 Does your service provide?

Long term or permanent support services

Short-term services

Or a mixture of the 2

C: CLIENTS

C1 Client breakdown:

Age range	%
16-25 years	
25-60 years	
60 + years	
All ages	
Families	

Gender	%
Male	
Female	

Ethnic Grouping	%
White (Irish, other)	
Mixed (White and Black Caribbean/White and Black African/White and Asian/Other Mixed)	
Asian/Asian British? (Indian/Pakistani/Bangladeshi/Other Asian)	
Black/Black British (Caribbean/ African/Other Black)	
Other please specify:	

C2 Who is the main client group to which your service is targeted?
Please specify:

C3 What are the 3 main issues and/or challenges that face your clients/users?

C4 In your view, if you could enhance or improve the service you offer, what would you change, enhance or develop to better meet your client group's needs?

C5 In your view which groups have most difficulty accessing housing related support services?

Do you feel you are able to address the needs of these groups?

If not how do you feel these needs could be better addressed?

C6 Do you operate a waiting list when your service is at full capacity?

Yes/no

How does this work in practice?

C7 Do you have any exclusions within your acceptance criteria?

Yes/no

If so, what are these and why were they established as policy?

How many people who were referred to your organisation in the last six months were refused because they fell into an exclusion category?

C8 Who was your three main referring agents in the last twelve months? (Self-referral is classed as a route also)?

D: SUPPORTING PEOPLE STRATEGY

- D1 In your opinion, what client groups needs are not addressed appropriately within the Local Harrow Supporting People programme?
- D2 If you have named client groups above please give reasons as to why you have identified these groups.
- D3 In your opinion what type of service do you feel there is more of a need for in Harrow: i.e. Floating support, Accommodation based services, Home Improvement Agencies, Move on, other. Please state which and why?
- D4 If you could prioritise service development within Harrow what would you see as being the main needs for the next five years. Please list client group and type of service needed?
- D5 In your view what do see as the three biggest challenges for the Supporting People Programme and its services in Harrow over the next five years and why?
- D6 What are the three key opportunities for the Supporting People programme and its services over the next five years?

E: OTHER COMMENTS

E1. Have you ever attended any of the supporting people provider or inclusive forum meetings?

Yes/no

If yes when did you last attend a meeting?

If no are you interested in attending future meetings?

If no what would encourage you to attend in the future?

E2 Have you any other comments you would like to add?

Thank you for taking the time to complete this questionnaire. This is the first stage of developing our 5-year strategy and your input is crucial.

Please return this form to London Borough of Harrow Supporting People Team.

Name:

Address:

Email

Phone number:

**Appendix 8
Survey form B**

<p>London Borough of Harrow</p> <p>SUPPORTING PEOPLE STRATEGY NEEDS SURVEY</p> <p>Survey form for those who are referral agents or other stakeholders only.</p> <p>NOT for direct providers of Supporting People or housing related support services who should complete form A.</p>
--

Name of person	
Position in Organisation	
Organisation	
Contact Telephone	
Email address if you have one.	
Address:	

A: YOUR ORGANISATION

A1 What is the main purpose of your organisation?

What are the aims and objectives of the service you offer?

A2 When was your organisation established?

A2b How long have you been providing this particular service?

A3 How and why was it established?

B: Areas covered

B1 Is your organisation:

- National
- Regional
- Sub regional
- Harrow area only

B3 Does your organisation provide other services in London Borough of Harrow?

If yes please give broad details of the services:

C: CLIENTS

C1 Client breakdown:

Age range	%
16-25 years	
25-60 years	
60 + years	
All ages	
Families	

Gender	%
Male	
Female	

Ethnic Grouping	%
White (Irish, other)	
Mixed (White and Black Caribbean/White and Black African/White and Asian/Other Mixed)	
Asian/Asian British (Indian/ Pakistani/Bangladeshi/Other Asian)	
Black/Black British? (Caribbean/ African/Other Black)	
Other please specify:	

C2 Who is the main client group to which your service is targeted? Please specify:

C3 What are the three main issues and/or challenges that face your clients/users?

C4 Are you presently able to appropriately refer those who may be defined as harder to reach group's i.e. younger people, those from BME groups, owner occupiers with specific housing related needs and those with certain complex needs?

What do you consider are the main barriers for this group in accessing housing related support service?

C5 If not how do you feel services could be made more accessible to these harder to reach groups?

D: SUPPORTING PEOPLE STRATEGY

D1 In your opinion, what client groups needs are not addressed appropriately within the Local Harrow Supporting People programme?

D2 If you have named client groups above please give reasons as to why you have identified these groups.

D3 In your opinion what type of service do you feel there is more of a need for in Harrow: i.e. Floating support, Accommodation based services,

Home improvement agencies, Move on, other. Please state which and why?

D4 If you could prioritise service development within Harrow what would you see as being the main needs for the next 5 years. Please list client group and type of service needed?

D5 In your view what do see as the three biggest challenges for the Supporting People programme and its services in Harrow over the next five years and why?

D6 What are the three key opportunities for Supporting People programme and its services over the next five years?

E: OTHER COMMENTS

E1. Have you ever attended any of the supporting people provider or inclusive forum meeting?

Yes/no

If yes when did you last attend a meeting?

If no are you interested in attending future meetings?

If no what would encourage you to attend in the future?

E2 Have you any other comments you would like to add?

Thank you for taking the time to complete this questionnaire. This is the first stage of developing our 5-year strategy and your input is crucial.

Please return this form to London Borough of Harrow Supporting People Team.

Name:

Address:

Email:

London Borough of Harrow Value for Money

Miles Partridge

12/1/2005

The Aim of the VFM Assessment

To ensure that, overall, Supporting People service users get the best possible outcome from the available budget avoiding the risk of :-

- a) Money being wasted on services that are more expensive than they need to be.
- b) Clients being disadvantaged by low cost services that are inadequate or insecure.

Aims of the Process is :-

- Not be Administratively burdensome on providers
- To use existing easily available data.
- To be integrated into the review/contracting processes
- To be Open
- To be Understood by providers
- To be evidence based and objective (if still a judgement)
- Provide clear evidence based results

Process

- Develop VFM Indicators - using existing data
- Follow up for further information those services outside the Indicator Norms - dialogue with providers
- Report - to Commissioning body
- Agree new contract price or Implement Change

Indicators

OBJECTIVE MEASUREMENT OF:-

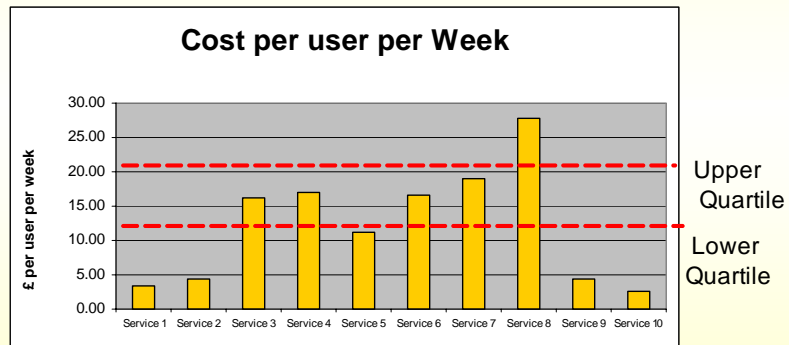
- Unit Cost
- Staff to user ratio
- Minutes of staff time per user
- Cost of an hour of staff time
- FT Equivalent cost of a member of staff
- Unit cost v staff user ratio
- Unit Cost v QAF
- Borough wide staff cost comparisons.

Unit Cost

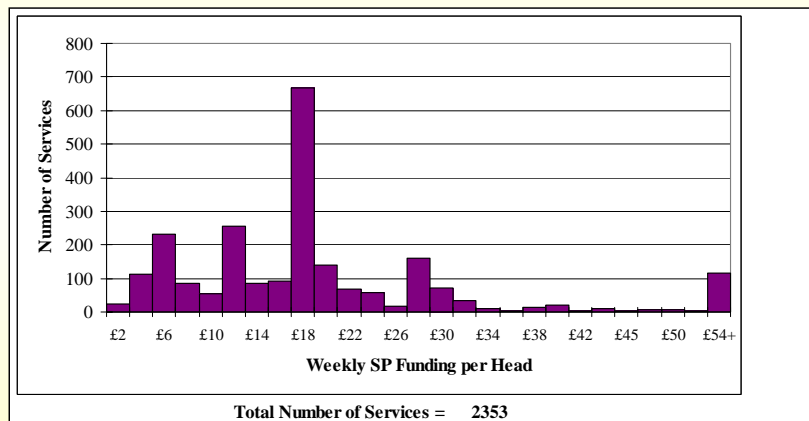
Contract price
Contracted number of Users x 52

$$\frac{30055.39}{35 \times 52} = \text{£}16.51$$

Unit Cost



The Regional Unit Costs



Lower Quartile £11/Upper Quartile £21

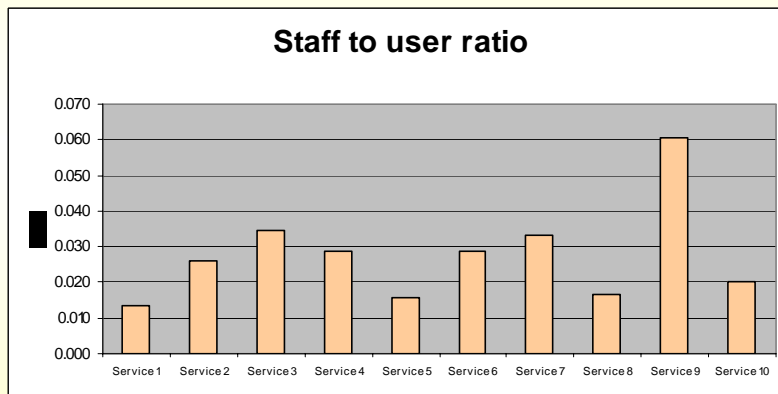
Staff User Ratio

$\frac{\text{Support Hours per week} \div 35 \text{ hours}}{\text{Contracted number of service users}}$

$$\frac{17.5 \div 35}{10} = .05 \text{ (20\%)}$$

(Support Hours taken from Contract Worksheet of PI Returns not including Managers)

Staff User Ratio

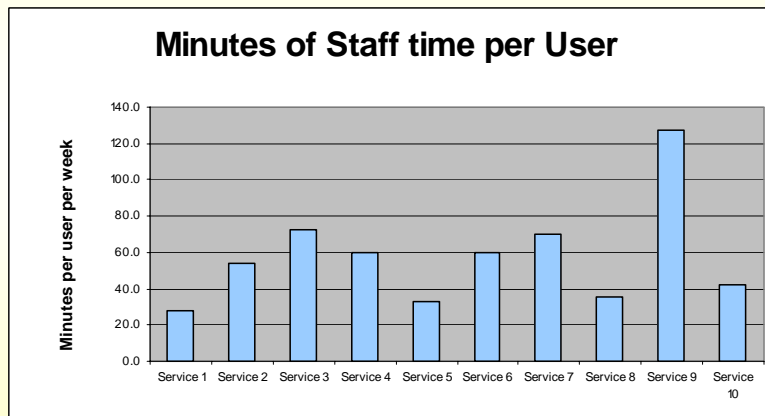


Minutes of Staff time per user

$$\frac{\text{Contracted Hours of Support} \times 60}{\text{Contracted Number of Users}}$$

$$\frac{17.5 \times 60}{10} = 105 \text{ minutes}$$

Minutes of Staff time per user



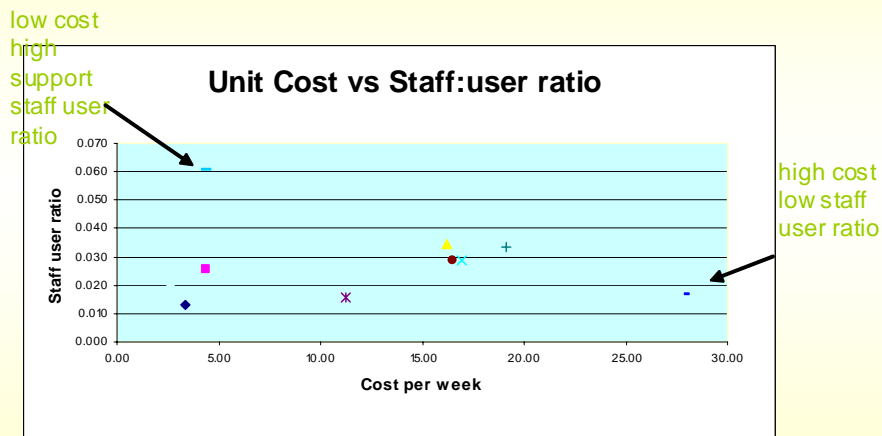
Cost per F/T Member of Staff

Contract price

Contracted Support Hours ÷ 35

$$\frac{40,000}{17.5 \div 35} = \text{£}80,000$$

Unit Costs vs Staff user ratio



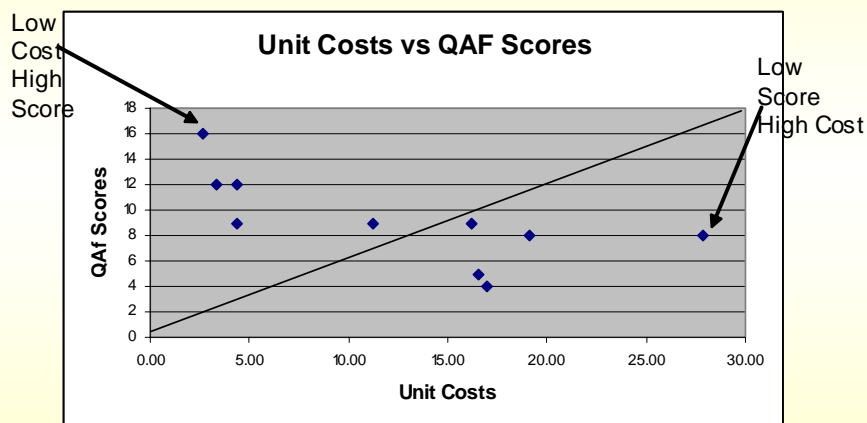
Unit Costs vs QAF Scores

Scoring the QAF - A - 4, B - 3, C - 2, D - 1, 0 - 0

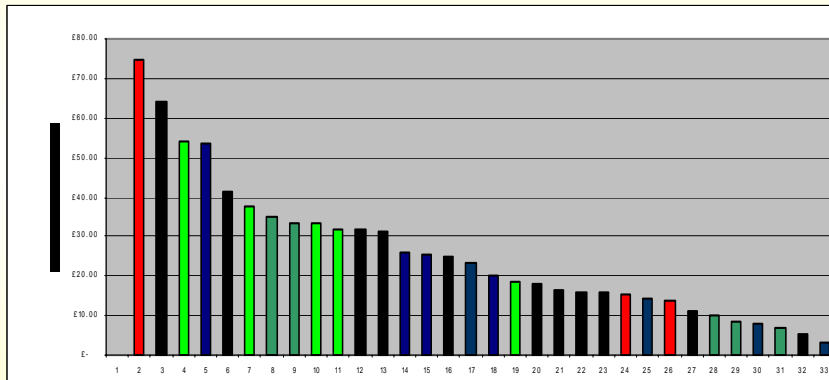
Example Objective 1 - A = 4
 Objective 2 - B = 3 Score 10
 Objective 3 - D = 1
 Objective 4 - C = 2

(A high score on this type of scoring system does not necessarily equate an expectable level of quality)

Unit Costs vs QAF Scores

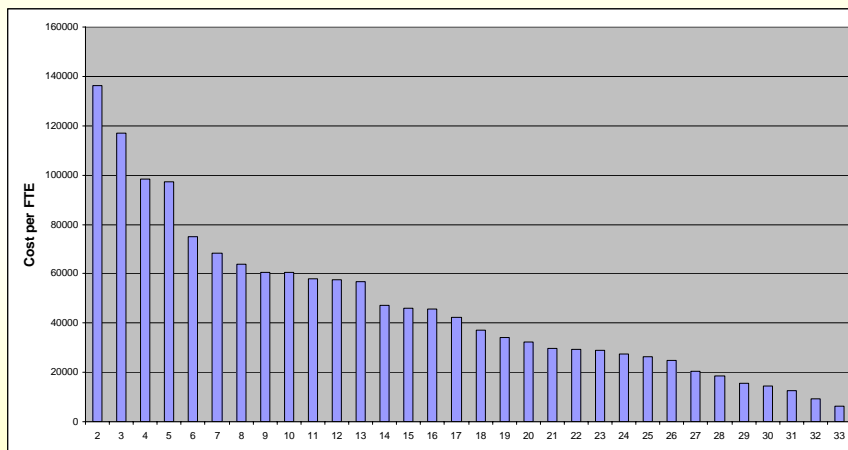


Borough wide staff Costs per Hour



(excluding Sheltered Housing)

Borough wide staff Costs FTE



(excluding Sheltered Housing)

Follow up

Is to check that:-

- Like with like comparisons are being made
- Is the council paying for inappropriate (ineligible) costs
- Does the income cover the cost of providing the service
- Do the user need the level of service provided.
- Does the performance of the provider justify the level of cost
- Do other providers deliver the same level of service for less - if so how.
- Is this the most cost effective way of providing the service.

Evidence based decisions

Evidence likely to include:-

- Detailed service specifications
- User profiles
- User need assessments
- Job descriptions
- Budgets and management accounts
- Policies and procedures
- Performance indicators
- Recruitment statistics
- Outcome measures

Areas for Dialogue

- Accuracy of existing data
- Service users
- Performance
- Quality
- Contract Compliance
- Apportionment of Costs
- Contributions to Reserves/Profits etc

Areas for Dialogue

- Staffing Costs
- Direct (Non staff) Costs
- Indirect Costs
- Overheads
- Outcomes

What will the VFM Assessment be used for:-

- VFM appraisal will be included in the Service Review Report to the Commissioning Body.
- Will form bases for negotiation of the new contract.

Future Developments

- Sub - Regional Comparisons
- Using the Performance Indicators
 - » Staff Hours
 - » Utilisation
 - » Planned Departures
 - » Maintaining Independence

Consultation

Guidance

Website

Appendix 10

DRAFT

Cross Authority Statement

London boroughs are working together to meet the specific needs of vulnerable people. It is widely recognised that while some people may want to move from their local area, certain client groups need access to services away from the area in which they live or have no local connection. This includes services where need is not sufficient to require provision in every London authority. To meet these needs London's boroughs will need to work together in the procurement and commissioning of services and also on service reviews to streamline the programme.

London Borough [] is a member of the Association of London Government and will work with the ALG and other London boroughs to meet the priorities in the 5-year London Supporting People Strategy for cross authority services. The London boroughs have agreed the strategy through the ALG's Leaders' Committee, made up of the leaders of the 33 London councils.

The ALG convenes the London Supporting People Strategic Forum to provide leadership; planning and management for London's cross authority services. The Forum will ensure vulnerable people can access a range of quality services in London and is chaired by a London Director of Housing and a London Director of Social Services.

Harrow borough [] will:

- Continue to work with other London boroughs, the ALG and the London Supporting People Strategic Forum to address pan-London Issues
- Recognise that all boroughs have a responsibility for hosting, supporting and developing services that do not only respond to local need
- Work within the [] sub-region but also across regional boundaries to address specific needs, especially in central London
- Identify, plan and where possible jointly commission cross borough services, sharing expertise, experience and resources with regards to housing support services for vulnerable people who are transient
- Consult other London boroughs as part of the service review process for Cross Authority Services
- Ensure that the needs of vulnerable people in London, for which it is difficult to define a local connection, are met
- Avoid duplication in terms of monitoring reviews and consultation requirements on behalf of providers and share best practice

HARROW SP Strategy 2005-2010

- Ensure that services that could or should be focusing on local needs are supported to do so.

London borough [Harrow] is a member of the [West] sub regional group of London boroughs. [Each sub regional group should agree and insert its own statement including how the group will be represented on the London Supporting People Strategic Forum].

West London Supporting People lead officers group

Draft Terms of Reference

Aims of the Group

- To promote joint working and share good practice across the West London member boroughs with regard to Supporting People implementation and administration.
- To ensure the profile of Supporting People is maintained in the context of wider West London borough activity

Objectives

The group will do this through:

- Developing an annual work plan
- Agreeing to work jointly as far as possible
- Co-ordinate joint training and meetings with Supporting People stakeholders
- Agreeing joint responses to consultation papers and jointly feeding back comments to DTLR/ALG or Health Authorities on issues of common interest
- Developing common documentation and common deadlines for stakeholders as far as is possible
- Developing a West London Supporting People Strategy statement outlining schemes which will be jointly developed
- Agreeing a joint approach to capacity building of small and specialist housing support providers
- Regular benchmarking of services and peer review of progress on the project plan
- Ensuring regular feedback to borough representatives on the wider West London Alliance

Membership

Lead Officers from each member borough. A deputy may be sent if the lead officer cannot attend.

Other borough officers such as IT leads, Finance reps etc, may be asked to attend from time to time.

Links to Other Groups

The group is a sub group of the West London alliance?? (not all boroughs are members?).

Individual lead officers will report back on West London issues to the borough Supporting People Steering groups.

Minutes will be posted on the RIG website???

A representative from the ALG will be invited to attend and feedback issues back to ALG

Frequency of Meetings

The group will meet six weekly. Dates and locations of meetings will be scheduled in advance and notified to all members. Meeting locations will rotate around the member boroughs

Chairing

The lead officer from the borough hosting the meeting will chair the meeting

Servicing of meetings

The lead officer from the borough hosting the next meeting will take minutes and circulate papers, including agenda, prior to the next meeting.

Agenda

The agenda will be drawn up jointly at the previous meeting, with reference to the work plan and current milestone targets. Any additional items for inclusion on the agenda will be notified to the chair as early as possible before the next meeting.

Review

The terms of reference will be reviewed in March 2003

SERVICE REVIEW PROGRAMME - HARROW

	Services	Commissioning Body	Contact Negotiation by
Stage 1	Older People	Jan 2005	Sept 2005
	Learning Dis.	Jan 2005	Sept 2005
	New Service 2006/07	Jan 2005	Sept 2005
Stage 2	Young People	Sept2005	Jan 2006
	Mental Health	Sept 2005	Jan 2006
	DV	Sept 2005	Jan 2006
	Homeless Families	Sept 2005	Jan 2006
	Phys Dis.	Sept 2005	Jan 2006
	Generic	Sept 2005	Jan 2006
Stage 3	Drug and Alcohol	Jan 2006	March 2006
	Offenders	Jan 2006	March 2006
	HIV & Aids	Jan 2006	March 2006

Appendix 13

Harrow Supporting People Team

Risk and Contingency Policy.

Background

The introduction of the Supporting People Programme brings with it new responsibilities around contingency planning for housing related support services. Adequate contingencies need to be in place for all assessed risks associated with SP funded housing related support services.

Risks and contingency planning is an area requiring attention in Supporting People, to enable us to develop a policy for dealing with difficulties arising in the placements of individuals throughout the Borough.

The authority is committed to working in partnership with all service providers to ensure that risks are kept to a minimum, however, it is recognised that effective contingency plans must be in place in case any unexpected incidents arise. In this respect our overall aim is to enable service users to receive the same level of support with the minimum amount of disruption in the case of any incident.

Supporting People also need to risk assess, I.T. and financial systems to ensure there is no difficulty in processing provider payments.

Purpose of the Policy

This policy details the types of incidents that may take place. Additionally it details emergency planning procedures already in place within the Council. It also summarizes key actions and decisions to be addressed immediately within the Supporting People decision-making structure regarding proposed responses to external provider collapse.

The following areas are covered:

- a) Risk Assessment & Early Intervention
- b) Response to routine or major incidents
- c) Response to service collapse or closure
- d) IT & Financial Contingencies

Please note these responses are to deal with the immediate situation that arises. Any resulting tendering of a service will be done according to agreed SP commissioning and contracting procedures to be determined shortly.

Risk Assessment & Early Intervention

Due consideration will be given to early warnings that a scheme (internal and external) or a whole organisation is experiencing difficulties via the following means:

Risk Assessment/Validation Visits

ODPM proposed that SP Teams undertake an initial risk assessment of providers to prioritise a set of routine validation visits to schemes. The risk assessment will be undertaken by using Performance Monitoring and Quality Assessment Framework (QAF) data. These are already being carried out by The SP Team. Routine monitoring information, and details on provider QAF assessments will enable high-risk services to be prioritised for a validation visit and early intervention if concerns are highlighted. This framework is currently being developed within the SP Team.

Performance Assessment Framework

The introduction of monitoring data forwarded by providers (Performance Assessment Framework - (PAF)) will highlight:

- a) significant void levels of a service;
- b) reduced capacity being available (than contracted levels)
- c) significant lack of staff availability according to the service requirements

Any indication that there are concerns will be investigated accordingly and an assessment made as to whether they constitute criteria for early review.

Quality Assessment Framework (QAF)

As an integral part of the Service Review process the QAF requires providers to assess themselves against a set of standards. A provider confirming a lower assessment of achieving the standards provides an early warning of risk.

As noted above, the details provided by schemes on the QAF will be validated by visits as determined by a risk assessment to cover any schemes that may have incorrectly assessed themselves and pose an unforeseen risk.

A protocol for determining and recognising this is currently being worked on by the Supporting People Team.

Formal SP Service Review

Every service holding an Interim Supporting People Contract/Agreement is timetabled for a formal review within the first three years of the programme. The Review will assess a number of areas amongst which will highlight any risk to future provision including:

- **Needs and Risk Assessment**
- **Support Planning**
- **Security, Health and Safety**
- **Protection from Abuse**
- **Fair Access, Diversity and Inclusion**
- **Complaints**

Additionally the SP team will ascertain the financial viability of the service.

Complaints

All complaints about a service, received directly by the Supporting People Team, will be directed in the first instance to follow the provider's own complaints and investigations procedures. A report on the outcome will be requested as necessary. A significant number or type/level of complaint(s) may also trigger an early review.

Accreditation

The introduction of an accreditation process will also provide a level of reduced risk as providers are subjected to the process.

Harrow is currently moving towards accreditation on a regional basis. Mark Goldup from ROCC is currently leading on this. A number of Harrow Providers have been put forward for early accreditation.

Links to the Other Bodies

Supporting People Team in Harrow, works in partnership with a wide range of other professionals, including those from Probation, Health, and Social Services. Services funded by Supporting People cover the needs of a diverse group of people. As such we are regularly involved in meeting with others and sharing our views.

At the current time there is no protocol for information sharing between agencies, and this is an area that we need to work on over the coming months.

Protection of Properties

A significant number of Supporting People Services will be provided by organisations acting as Managing Agents in partnership with Housing Associations who own the properties.

During the early phases of Supporting People a number of implications on the contractual relationships between these two parties arose. The continued provision of the property is a key element of these contracts to reduce the risk of a landlord withdrawing it without sufficient justification and/or notification.

The SP Team will need to ensure that adequate agreements are in place and will explore the possibility of the Supporting People Team becoming a third party signatory.

Response to routine or major incidents

The Council has effective policies and procedures in place to address routine and major incidents. These procedures are overseen and updated by the Council's Emergency Management Officer. As a key department linked to these emergency response procedures the Housing Department have a linked Housing Emergency Plan. It is expected that these policies would be adopted for routine or major incidents as follows:

Local Authority service provision

This procedure would be adopted by all in-house accommodation based services if there was an incident (such as fire, flood) that resulted in the need to temporarily or permanently re-house individuals (with appropriate support).

-See Appendices attached

External Provision

It is expected as part of each provider's Health & Safety and Risk Management Policies that responses to such incidents are planned for. Each provider is also contractually required to hold appropriate insurance for subsequent expenses. In the extreme case of the incident resulting in homelessness the above Council policy of dealing with the individuals concerns can be adopted.

The SP Team will need to assess the viability of the above approach and formalise it within the Local Authority procedures. External providers will also need informing.

Each Provider should have a Risk Contingency Plan/Policy

Response to a Service Collapse/Closure

A service may close or collapse through a variety of reasons. The Supporting People Teams are in the position of having to assess this risk and put in place procedures to be followed when this leads to service users being left homeless or without support.

The action to be taken will be largely dependent on the amount of notice given by the Provider.

Additionally, it will be necessary to find a method to deal with matters when a service is decommissioned through poor performance or lack of strategic relevance.

Consideration will need to be given to any additional risk assessment issues for certain client groups (i.e. High Risk Offenders, Learning Dis.).

Please see attached Appendix 1 detailing the various service types, suggested responses and additional considerations to be made.

SUGGESTED RESPONSES TO IMMEDIATE OR PLANNED SP SCHEME CLOSURE:

<i>Size & Type of Service</i>	Proposed Options/Response	
	<i>If Immediate Closure</i>	<i>If Planned Closure</i>
Small Scale Floating Support	<ul style="list-style-type: none"> ▪ Consider involvement of Community Care Team to help assess & refer? ▪ Consider other similar providers taking on the cases temporarily/longer-term. ▪ Consider short-term management of staff (by who?) to continue casework with a view to passing over. 	<ul style="list-style-type: none"> ▪ Consider involvement of Community Care Team to help assess & refer? ▪ Consider other similar providers taking on the cases temporarily/longer-term. ▪ Consider quick tender exercise to handle passover of cases.
Large Scale Floating Support	<ul style="list-style-type: none"> ▪ Consider involvement of Community Care Team to help assess & refer? ▪ Consider a number of other similar providers taking on the cases temporarily/longer-term. ▪ Consider short-term management of staff (by who?) to continue casework with a view to passing over. 	<ul style="list-style-type: none"> ▪ Consider involvement of Community Care Team to help assess & refer? ▪ Consider a number of other similar providers taking on the cases temporarily/longer-term. ▪ Consider quick tender exercise to handle passover of cases.
Small Scale Accomm. Based	<ul style="list-style-type: none"> ▪ Adopt emergency planning approach – use of emergency re-housing with support options. 	<ul style="list-style-type: none"> ▪ Consider involvement of Community Care Team to help assess & refer? ▪ HARS route to secure places in other accomm. with support
Large Scale Accomm. Based	<ul style="list-style-type: none"> ▪ Adopt emergency planning approach – use of emergency re-housing with support options. 	<ul style="list-style-type: none"> ▪ Consider involvement of Community Care Team to help assess & refer? ▪ HARS route to secure places in other

		accommodation with support
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NB: LCC Procurement rules will need to be adhered where necessary.

Harrow Council – Supporting People Team

Communication/Consultation Strategy.

Introduction.

Supporting People is a government led initiative aimed at improving the quality of life of vulnerable people by commissioning and monitoring housing related support service in a strategically planned way.

Supporting People works in partnership with a wide-ranging group of stakeholders, which include, service users, health and probation agencies, social services, housing departments, advice agencies and advocacy agencies. It is important to recognise that Supporting People forms an essential interface between these agencies, which had previously been tenuous and ill defined.

The purpose of this strategy is to identify the current modes of appropriate communication being used by the SP Team, and to ensure that we remain at the forefront of good practice. It aims to provide a robust plan for continuous improvement. Where it seems that further action is needed to improve, an action plan is included with responsibilities, target dates, and review dates. This will feed in to the overall Work Plan for the SP. Team.

In order to measure the effectiveness of our communications it is first necessary to establish some quality standards against which it can be compared.

Standards

Communication from the SP Team will be.

- Clear easily understood and free from jargon.
- Appropriate for the audience.
- Accessible regardless of diversity.
- Timely, accurate, and up to date.
- Customer Focused
- Available to those who have been regarded 'hard to reach'
- Compliant with the Councils Contact Standards (attached).
- Inclusive of minority groups, and combatant of exclusion.

The strategy has the following objectives.

- To develop greater awareness of Supporting People and the services it provides.
- To include those who have previously been difficult to engage.
- To heighten the profile of the Supporting People Team as a department within Urban Living.
- Improve the awareness of service users in respect of what Supporting People is doing and how it may affect them.
- To provide a forum in which service users can realistically share their views and make suggestions as to the future operations of the department.
- To improve the consistency, quality and frequency of communication, ensuring that changing trends are communicated, promptly and accurately.
- To engage with service providers keeping them up to date with Supporting People and assisting them in working towards continuous improvement and quality management.
- To be inclusive of those from BME groups, and to combat exclusion.
- To support the wider health and social care agenda.

Managing Diversity.

The Supporting People team works within the boundaries of Harrow Councils Equal Opportunity Policy. We are fully committed to ensuring that none of our stakeholders are discriminated against in relation to their age, gender, disability, religion race, ethnic origin or sexual orientation.

The SP team believes that diversity amongst our stakeholders is to be celebrated. This means that our communication must be accessible to all people regardless of disability, linguistic diversity or cultural background. The focus of our communication will be to enhance inclusion and combat exclusion.

The diverse nature of our stakeholder group, in terms of needs, capacities, circumstance and relationships with the wider communities in which they live or work poses a challenge. Our aim therefore is to balance competing priorities, risk and ensure that the voices of the most marginalized are heard.

Work Plan

- In order to combat exclusion our communication material will be available in Braille and Audio Cassette, and all community languages. Additionally we will make it user friendly to those who have learning disabilities.

Target: November 2004

- All Inclusive Forums will be conducted in accommodation that is accessible to those with wheelchairs, and has facilities for the hearing impaired.

Target: Immediate

- Supporting People Literature to be designed with a view to improving clarity and will adopt the standards of the plain English Campaign.

Target Nov 04

- Alternative formats and languages to be available promptly on request. This will require us to have access to an efficient translations department.

Target Nov 04

- Inclusive forums need to be evaluated, and looked at in respect of whether they are effective ways of engaging our service user group. To this end a service user questionnaire will be designed. Additionally were necessary we will meet with service users on an individual basis either face to face or over the telephone. We will be available to attend service users meetings in their own accommodation when needed.

Commencing Immediately – Review Nov. 04.

- Steering groups for professionals and users in young peoples, mental health and older people groups need to be set up as a means of sharing information and discussing good practice. These groups can also be used for discussing new SP initiatives and how they will impact on providers and service users.

Target Nov. 2004.

Needs Mapping

- Needs mapping needs to be undertaken to identify gaps in the current supply of provision. This should not just take into account the already identified matrix information, but should stretch us to undertake research to identify which groups are being excluded, and under represented. This exercise to be undertaken by a consultant on behalf of the Supporting People Team. The needs mapping exercise will involve user participation and will be used to inform our strategy for the next five years.

Target October 2004.

Information and Use of Technology.

It is recognised that many people do not have the use of computers or other methods of communicating electronically. However the Supporting People Team wishes to make best use of the resources available to them.

Email

The Councils Policy on making contact states that all emails should be responded to

Wherever possible, information from the Supporting People Team will be delivered electronically. This will be generally by e-mail. This could include the following.

- The Supporting People Newsletter.
- Details of training/consultation events.
- Updates from Office of Deputy Prime Minister and other organisations.
- Minutes and Agendas for meetings.
- Briefing Papers.
- Memoranda
- Responses to Queries.

Where the communicant has no electronic way of receiving mail then the communication will be sent out promptly by post.

Work Plan

- Supporting People Newsletter to be compiled and sent out each quarter. An accessible version to be compiled with a view to people with learning disabilities. The newsletter will be available in Braille Audio Cassette and Community Languages on request initially.

Target: November 2004

Website

Some information exists on the Harrow Website in respect of the Supporting People Team. However it does not seem that this mode of communication is used as much or as frequently as its potential will allow.

A dedicated Supporting People Website is needed, and can provide information on the following areas.

- Background information on Supporting People.
- Key Contacts.
- Directory of Services.
- Relevant Policies and Procedures.
- Briefing papers and newsletters.
- Dates of meetings and training events.
- Links to other useful sites.
- Question and Answer discussion board.

- Needs Identification forms.

Work Plan

- Ask communication department to design a 'user friendly' Supporting People interactive website. This will allow easy access to the most current supporting people information. It will also allow providers and service users to ask us questions.

- Consideration needs to be given as to whether the website will include a forum for questions and answers and discussions with members of the public. .

Target November 2004

- Council Intranet. Information similar to that highlighted above will be made available on the boroughs internal network

Target: November 2004.

Hub Services.

The ODPM has developed HUB services to enable the collecting of monitoring information in a more effective way. Harrow needs to be ready to respond to this as it changes and involves.

Work Plan

- Engage with I.T. Consultants at Illy, to ensure that we are fully compliant with the ODPM'S expectations and able to deliver on the set deadlines.

Target: Immediate and Ongoing.

Stake Holder Consultation.

Due to the wide range of stakeholders in the program it is necessary to outline the level of consultation that is available the methods by which this is to be achieved and the areas in which consultation is required.

Much of the work that needs to be undertaken is subject to the government's guidance. The Supporting Peoples task is to develop local guidelines for the dissemination of information as when required. This can take many forms currently information is disseminated by: -

- Email
- Training Events
- Inclusive Forums
- Steering Groups
- Questionnaires
- Focus Groups.
- Service Reviews

- Face-to-Face discussions.
- BME Focus Group
- Partnership with Older People Group.
- Needs Mapping

Supporting People and User Involvement

A key element of Supporting People is the commitment to ensuring that people who use housing with support are effectively involved in shaping provision and evaluating its scope and quality.

The Supporting People Team in Harrow intends to deliver this in the following way.

- Developing strategies that are agreed through a consultative process, which involves those who use or are likely to use these services alongside other key stakeholders.
- The views of service users should be taken into account when evaluating and commissioning individual services. Inclusive in this is the needs mapping process.

The Challenges.

The Supporting People programme aims to provide a diverse range of services delivered in many different types of settings. There is also a diversity of individual needs, and provision will include: young people leaving care, mothers and children fleeing domestic violence, offenders and ex-offenders, those with drug and alcohol problems, older, frail people, single homeless people and those with mental health problems or learning disabilities.

Work Plan

- Smaller user consultation groups need to be set up in conditions that will be amenable to building the confidence of the user group concerned. For example a person with an anxiety disorder may find the large forums quite difficult.
- Questionnaires sent to service users with limited literacy skills need to be illustrated appropriately using the standard people first symbols.
- User Consultation at Service Review to include an opportunity to seek feedback on the Supporting People Initiatives and to incorporate their views into the strategy.
- Newsletter to be written and published in a user - friendly style.

HARROW SP Strategy 2005-2010

- Needs mapping needs to carry out by consultation with service users. This will include those service users from Black Minority Ethnic groups.
- Offer monetary compensation to service users who are willing to give up their time to sit on steering groups and take part in consultation exercises.
- Ensure that those service users willing to participate have access to the necessary support needed to make their involvement meaningful.
- Regular evaluation of the team's success in engaging with our user group needs to take place on a regular basis. This needs to be in the form most appropriate to the service user's capacity and needs. This activity should involve face-to-face discussions where this is needed to enhance feedback.

Evaluation of Plan

In order to ensure that we are meeting our objective of continuous improvement this communication strategy will be reviewed on a regular basis.

Work Plan

Carry out user satisfaction survey in respect of this strategy using accessible feedback mechanisms.

Target Dec 04

Review the Communication Strategy at the end January 2004, and readjust targets appropriately.

Target Feb 04.

Appendix 15 – GIS Maps: These are attached.

