HARINGEY COUNCIL

Agenda item:

Executive **On 3rd October 2006**

Report Title: **Supporting People Five-Year Strategy progress, Annual Plan, Service Reviews, allocations and Government consultation**

Report of: **Director of Social Services**

Wards(s) affected: **N/A**	Report for: **Non-Key Decision**

1. Purpose

1.1 To report on progress in implementing the Supporting People Five-Year Strategy.
1.2 To seek approval of the 2006/07 Annual Plan.
1.3 To report on the outcome of the Supporting People Service Reviews and actions arising from the reviews.
1.4 To report on the announcement of Supporting People allocations for 2007/8 and implications.
1.5 To report on the initial outcome of the Government's consultation on the national Supporting People Strategy.

2. Introduction by Executive Member

2.1 Good progress has been made in the delivery of the Supporting People Five-Year Strategy. The new Annual Plan for the second year of the strategy sets out robustly how we will continue this progress. I recommend its approval.
2.2 This report also outlines the significant improvements in performance achieved by Haringey's Supporting People programme in 2005/06, meaning that more vulnerable people are successfully being supported by the Council with its partners to maintain their independence.

3. Recommendations

3.1 That the progress made and key issues reported be noted.
3.2 That the 2006/07 Supporting People Annual Plan be approved.
3.3 That the completion of the Supporting People Service Reviews be noted.
3.4 That the agreement be noted of the revised Memorandum of Understanding governing Haringey's Supporting People Programme between the Council, London Probation and Haringey NHS Teaching Primary Care Trust, and of the change in the Supporting People Commissioning Body's name to the Supporting People Partnership Board.

Report Authorised by: **Anne Bristow, Director of Social Services**

Contact Officer: **Catherine Galvin, Assistant Director Business Improvement**
catherine.galvin@haringey.gov.uk **(020) 8489 3719**

4. Director of Finance Comments

4.1 The grant allocation for 2006/07 is £21.765m in 2007/08 the grant allocation will be reduced to £21.330m a reduction of £435k. The programme in 2006/07 is currently projecting spend of £22.223m, yielding an overspend of £458k against the grant, however, this will be contained against previous year's grant under spends that have been carried forward within the DCLG ring fencing arrangements. It is anticipated that resources of £425k will be carried forward into 2007/08. Total resources of £21.755m will therefore be available to fund the 2007-08 programme.

4.2 In 2007-08, the projected expenditure on the programme is £22.179m before any planned efficiency reviews. This will give an over spend of £424k if efficiencies are not achieved. Planned efficiency savings on the single homelessness and floating support services will reduce the overall expenditure by £630k in a full year. The overall programme should therefore be under spent by £206k by the end of 2007/08 if the efficiency targets for the reviews are achieved. It is assumed that this under spend will be carried forward into 2008-09, although this will be subject to confirmation from DCLG.

4.3 The programme is therefore fully funded to the end of 2007-08. At this stage we do not know by how much the government grant will be further reduced after 2007-08. We have assumed in the Council's current budget planning process that the programme will continue to be funded by the grant with no subsidisation from council tax. The strategy must therefore continue to plan for further efficiency savings over the next five years and target reductions must be clearly identified and monitored.

5. Head of Legal Services Comments

5.1 The Head of Legal Services notes the contents of the report and does not have any comments but should be consulted on the specific projects/initiatives set out in the report. Procurement procedure should comply with the council's contracts standing orders and EU regulations (where required).

6. Local Government (Access to Information) Act 1985

6.1 Memorandum of Understanding governing how key Supporting People decisions will now be made – for a copy please call the Supporting People Team on 0208 489 3316 or e-mail supporting.people@haringey.gov.uk. It will also shortly be available on the Council's website.

7. Strategic Implications

7.1 The Annual Plan 2006/07, summary details of which are provided below, sets out the implementation of the Supporting People Five-Year Strategy during 2006/07 (its second year) and ongoing developments.

8. Financial Implications

8.1 No final view has emerged from the Government on the future funding formula for the Supporting People programme, and it has stated that it wants to further analyse the evidence and responses. However most respondents were against a redistributive formula, and early indications are that the Government are unlikely to go ahead with the current proposed arrangement, under which Haringey could potentially lose up to £10m per year.

8.2 However, the Government have used it again to inform 2007/08 allocations and this has resulted in a 2% reduction in Haringey's grant from £21.7m to £21.3m, which could result in an actual overspend in next year. The Supporting People Partnership Board will be reviewing the Five-Year Strategy and risks at its next meeting in September 06, in light of next year's funding announcement.

8.3 It is worth noting that the programme has already achieved a 10% cash efficiency saving, through addressing inefficient service costs, which is worth £2.5 million per annum and a further 9% efficiency through negotiating a significant increase in floating support capacity, without additional investment, which is nominally worth £2.1 million per annum. In total this represents nearly a 20% efficiency on 2003/04 Supporting People spending.

9. Comments of the Head of Legal Services

9.1 This report details how the statutory requirements for the existence of an Supporting People Commissioning Body, and for that body to agree an Annual Plan, have been fulfilled, and seeks the approval of that Plan by the local authority as the "Administering Authority" in accordance with the Supporting People (England) Directions 2006.

10. Equalities Implications

10.1 The Annual Plan (Appendix 3) includes a commitment to improve collection and analysis of equalities data on all support services commissioned under Haringey's Supporting people programme and to use the outcome to affect changes to in both future service commissioning and policy.

10.2 Service providers have been asked to submit detailed returns on their service users, covering the following equalities information:

- Ethnicity
- Gender
- Languages spoken
- Religion
- Disabilities
- Sexual Orientation

10.3 Most providers have provided data on ethnicity and gender. However, data on secondary disability, languages spoken by service users, sexual orientation and religion has proved to be more difficult to collect and the Supporting People Team is undertaking a further data collection exercise to get a full return against these categories. The team is also pursuing equalities data regarding referrals and rejections of service users. This exercise is scheduled to be completed by November this year, with an action plan being put in place to address and examine further any evident over and under representations of particular communities and groups.

10.4 However, the following findings have emerged from the ethnicity monitoring:

- The proportion of Supporting People service users that identified themselves as black Caribbean, black African and black British, is much greater than the proportion of these communities in the overall Haringey adult population.
- 32.94% of SP service users identified themselves as white British, compared to the overall Haringey adult population of 45.28%.
- Over one third of all Supporting People service users identified themselves as white other. This is likely to include Turkish, Creek Cypriot, Turkish Cypriot, Kurdish and households from Central and Eastern Europe.
- A significant proportion of older person households supported by Supporting People services come from the black Caribbean, Chinese, Indian, Irish and Creek Cypriot communities.
- However, the number of black African older person households in supported housing is less than half of it's overall Haringey adult population.
- Black Caribbean and black African households make up more than 50% of service users supported by single homeless related services, compared to an overall Haringey adult population of 17.5% and only 10% of single homeless service users identified themselves as white British (Haringey population – 45.9%)
- 26.74% of service users in mental health related supported housing identified themselves as black Caribbean, which is over double the proportion of the overall Haringey adult population that are black Caribbean and there is a higher proportion of Black African service users in mental health services, than the overall Haringey population
- 50% of service users of supported housing for people with learning disabilities are white
- Less than 7% of service users supported by services for people with physical disabilities are black Caribbean, which is lower than the overall proportion of the Haringey adult population
- There are significantly more service users in supported housing projects for offenders from the Caribbean and African communities and in services for young people at risk

10.5 There are some significant over representations of particular ethnic groups in certain sectors and this includes services for people with mental health problems, the homeless, young people at risk and offender services. Further work will be undertaken across Supporting People, the Council Housing Service, Health, Social Services and criminal justice services, to understand whether this reflects the ethnic make up of service users of non SP funded services and whether this is in line with national trends.

10.6 This will be used to understand why certain ethnic groups are more likely to end up needing Supporting People type support; why other groups do not access these services and whether there is a need for other statutory and non statutory services to improve what they do to prevent tenancy failure; the need for secondary mental health services and hospital admissions etc. It will also be used to inform service development and commissioning intentions and is already being applied to the development of the service specifications for the new mental health services, which are due to be put in place by March 2008, with regard to policy and practise that understands the needs of Caribbean and African service users.

10.7 The Executive should note that work is planned regarding the needs of survivors of domestic violence, as the Five Year Supporting People Strategy identified service deficiencies for certain groups including survivors with large families; survivors with substance misuse problems and survivors from particular ethnic groups with language support needs.

11. Consultation

11.1 The Supporting People Five-Year strategy received wide consultation involving over 160 local organisations and other partnership bodies within Haringey's Strategic Partnership, as well as extensive consultation with users of Supporting People services and the organisations that represent them.

11.2 The 2006/07 Annual Plan has undergone extensive consultation with the members of the Supporting People Executive Management Board (particularly the voting members), with providers, with the voluntary sector (including HAVCO) and users of Supporting People services.

12. Background

12.1 In March 2005 Haringey Council, London Probation and Haringey NHS TPCT agreed Haringey's Supporting People (SP) Five-Year Strategy. The strategy was originally approved by the Health and Social Care Partnership Executive (HSCPE – now wound up) in its role as the Supporting People Commissioning Body, and also approved by the Council's Executive on the 23 March 2005.

12.2 It is a statutory requirement that a Commissioning Body is in place to develop, agree and implement a Supporting People five-year strategy, and that the local (administering) Council, NHS PCT and Probation are the only agencies which can exercise a vote on this body. In July last year the Council, NHS TPCT and London Probation agreed that the SP Executive Management Board would temporarily assume the Commissioning Body role after the winding-up of the HSCPE.

12.3 A 'key facts' summary of the Strategy is attached as Appendix 1 for information.

13. Supporting People Annual Plan for 2006/7

13.1 It is also a statutory requirement that the SP Commissioning Body agree an Annual Plan which sets out the following:

- the levels of Supporting People expenditure proposed for each vulnerable client group, including details of any funding changes and details of high-cost investments;
- proposed changes in the Supporting People Five-Year Strategy and description of consultation around these changes; and
- actions that the Commissioning Body proposes to take to further implement the Five-Year Strategy.

13.2 The Annual Plan requires the agreement of all the voting partners on the Commissioning Body. Haringey's Annual Plan for 2006/07 was agreed by the Supporting People Executive Management Board at its meeting on 4 July 2006 after the consultation detailed above.

13.3 The main provisions of the plan are:

- to start the re-commissioning and reconfiguration of supported housing for people with mental health problems (to complete by March 2008);
- to re-commission and tender the existing supported housing services for offenders (to complete by March 2007);
- to restructure housing-related support services for the single homeless, including the integration of floating support services with the new Homeless Prevention and Options Service (this includes decommissioning some existing outdated supported housing projects);
- development of support services as part of the set-up of Homes for Haringey, to ensure their better and more targeted use to prevent evictions;
- to commission research looking at the needs of DV survivors from BME communities;
- development of a Housing Strategy for Older People;
- development of cross-borough performance and cost benchmarks (across North London and London) and the use of these to provide efficiencies and improve quality;
- joint work within the North London Sub Region on cross-borough commissioning and procurement of services;
- continued development of Value for Money tools, which have already successfully been used to achieve savings and improve capacity, including linking quality and performance results to analysis of cost, staffing levels, training etc;
- development and implementation of outcome performance measures that link services' performance to achieving HSP and Government targets;
- production of key messages leaflets and other publications (including online publication) that improve professional and public awareness of Supporting People services;
- implementation of a service user involvement strategy, including the provision of essential skills training that will promote involvement in decision-making and the setting up of a user steering group;
- supporting improvements in the Housing Service's management of vulnerable households;

- setting up procurement seminars aimed at nurturing partnerships with potential providers and other agencies and to draw on their experience to improve our approach to procuring services for vulnerable people;
- continued work on improving the quality of policy and practice for all SP services; and
- improvements in the collection of equalities data and its analysis to assist with identifying and addressing deficiencies in local service provision.

13.4 The Executive should note that the 2006/07 plan was finally agreed by the Supporting People Executive Management Board on the 4th July 2006 and this included the agreement of the London Probation Service and Haringey NHS Teaching Primary Care Trust. Both these agencies are the required voting partners on the Board in addition to the Council and this is in line with the 2006 Statutory Grant Directions.

13.5 Under the current Haringey Memorandum of Understanding that governs decisions on key Supporting People issues, the plan requires the approval of the Council Executive. However, if the Executive proposes amendments to the plan then these will need to be referred back to the Supporting People Board and these will need to be agreed by all voting partners.

13.6 Appendix 2 provides a summary of achievements against the plan for the Executive's information.

14. Performance

14.1 The Department for Communities and Local Government (DCLG) uses two Key Performance Indicators to assess the effectiveness of Supporting People programmes. These measure the percentage of service users who are supported to establish and maintain independent living, and who have moved on in a "planned" way from temporary living arrangements.

14.2 Haringey's rates of "planned" departures from Supporting People funded services (as opposed to "unplanned departures" to settings such as custody, hospital or care, or where contact is lost) improved in 2005/06 in each type of service (long-term and short-term accommodation-based, and floating support). This has been achieved through efforts to improve monitoring, data capture and return, and practice in the delivery of support.

14.3 A few services detracted significantly from Haringey's achievements against KPIs; appropriate action has been taken and work with these services is ongoing.

14.4 Floating support services achieve higher planned departure rates than accommodation-based services; the former therefore offers better value for money, supporting the Commissioning Body's preference for this service model. Work to establish a tool to measure the value for money of each hour of support is ongoing.

14.5 The Executive should note that the Council has jointly developed with a number of local providers a new framework for measuring service user outcomes and assessing what contribution these outcomes make to achieving key Council, partner and Government targets. The framework also measures the nominal annual cost savings to overall public expenditure, which are achieved through a Supporting People service achieving successful outcomes for service users e.g. successfully helping a vulnerable tenant with rent arrears preventing the cost of an eviction.

14.6 This framework has already been successfully applied to the large float support services and is now being rolled out to seven more service across different client groups and service types. The framework will eventually be rolled out to all services during 2007/08.

15. Service Reviews

15.1 The review of all 153 support service funded by the programme have been completed and reported on to the Supporting People Executive Management Board, in line with Government statutory requirements. A summary of the key findings for each vulnerable client group appear as Appendix 5 to this report.

16. Memorandum of Understanding

16.1 London Probation, Haringey NHS TPCT and Haringey Council have agreed a new Memorandum of Understanding that will govern how key Supporting People decisions will be made. As mentioned already this is a Government statutory requirement.

16.2 This provides for a new SP Partnership Board, which will have the following membership:

- Assistant Director Business Improvement, Social Services, Haringey Council (Accountable Officer)
- Head of Housing, Haringey Council
- Principal Equalities Officer, Haringey Council
- Deputy Director for Children and Families, Haringey Council
- Head of Community Safety Unit, Haringey Council
- Area Housing Manager, London Probation Service
- Director of Strategy, Haringey Teaching Primary Care Trust
- Head of the Learning Disability Partnership
- Joint Head of Mental Health Commissioning
- Chair, Haringey Supporting People Provider Forum
- Chief Executive, Haringey Association of Voluntary and Community Organisations (HAVCO)
- 2 representatives for Haringey's SP Service User Steering Group

The Head of Housing will chair the SP Partnership Board (to be reviewed annually)

16.3 However, again in line with Government requirements, only the Council's Head of Housing, the TPCT's Director of Strategy and the Area Development Manager for London Probation will have voting rights (one equal vote) and they shall form an inner SP Executive. The decisions of the Executive will be binding on the SP Partnership Board. The memorandum also includes a Dispute Resolution process.

17. Initial Outcome of the Government's Consultation on the National Supporting People Strategy and Funding Formula

17.1 Essentially the Government's consultation has concluded that the ring-fences on the Supporting People programme should remain, and there are strong calls to give Supporting People its own statutory framework. However, the Government are likely to continue to pursue the inclusion of the programme in the Local Area Agreement Framework. The financial implications at this stage were outlined in the Financial Implications section above.

18. Conclusion

18.1 This report provides outline details and some wider context for the appended new Annual Plan for the implementation of the Five-Year Strategy.

18.2 The report has also outlined a number of developments in Haringey's Supporting People programme, including improvements in performance as well as the successful agreement with partners of the new Annual Plan.

19. Use of Appendices / Tables / Photographs

19.1 Appendix 1: Detailed breakdown of Supporting People spend and supply 2006/07, broken down by client group

19.2 Appendix 2: Haringey Supporting People Key Facts

19.3 Appendix 3: Progress against Supporting People Annual Plan 2006/07

19.4 Appendix 4: Supporting People Strategy 2005-2010 – Year 2 Action Plan 2006-07

19.5 Appendix 5: Summary of key findings of service reviews for each vulnerable client group [not yet here]

Appendix 1
Detailed breakdown of Supporting People spend and supply 2006/07, broken down by client group

SP PROGRAMME BUDGET 2006/07 BY CLIENT GROUP				
Client Group	**No Units Capacity**	**% Units Capacity**	**Budget 06/07**	**% Budget**
Generic	40	0.4%	103,029	0.5%
Homeless families with support needs	708	7.2%	3,044,976	14.0%
Mentally Disordered offenders	10	0.1%	288,476	1.3%
Offenders or people at risk of offending	42	0.4%	342,592	1.6%
Older People with support needs	5,292	53.5%	5,291,864	24.3%
People with alcohol problems	31	0.3%	301,288	1.4%
People with drug problems	18	0.2%	161,595	0.7%
People with HIV/Aids	45	0.5%	95,176	0.4%
People with Learning Difficulties	151	1.5%	2,135,010	9.8%
People with Mental Health Problems	536	5.4%	3,776,418	17.4%
People with Physical/Sensory Disability	126	1.3%	367,365	1.7%
Refugees	291	2.9%	681,443	3.1%
Rough Sleeper	22	0.2%	466,380	2.1%
Single Homeless with support needs	1,044	10.5%	2,804,031	12.9%
Teenage Parents	15	0.2%	174,236	0.8%
Women at Risk of Domestic Violence	1,351	13.7%	609,124	2.8%
Young people at risk	114	1.2%	847,350	3.9%
Young people leaving care	60	0.6%	274,977	1.3%
Total	**9,896**	**100.0%**	**21,765,330**	**100.0%**

Appendix 2
Haringey Supporting People Key Facts

The Supporting People Strategy for 2005–2010

- The Health and Social Care Partnership Executive (now disbanded) was responsible for drafting Haringey's strategy but the Community Safety Executive Management Board, Housing Strategic Partnership and the Domestic Violence Partnership were involved with its development.

- The SP Five Year Strategy emphasises that Haringey Supporting People has a particular contribution to make to the following key themes:

    - Improve services: providing better quality, accessible services for everyone who needs them, particularly health and social care
    - Narrowing the Gap: improving the most deprived neighbourhoods
    - Safer Communities: creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crimes

- There was wide consultation with over 160 organisations, all partnership boards, statutory agencies and with service users via focus groups.

- There was also consultation with the voluntary sector and all Supporting people providers.

- The strategy places a strong emphasis on SP tackling the borough's problems in the following areas:

    - Tackling the high levels of mental ill health and reducing mental health hospital and residential care admissions
    - Tackling the large numbers of homeless households in temporary accommodation
    - Reducing the numbers of new homeless
    - Supporting new immigrant populations
    - Tackling crime including supporting survivors and victims and supporting the rehabilitation of offenders and people recovering from substance misuse

- The strategy also stipulates that all new investment proposals and reviews of existing Supporting People services will need to set out how the service will achieve positive outcomes on basket of cross-Council and partnership targets.

- The strategy's preferred support model is generic floating support, which supports vulnerable households living in their own home and covers Council and Housing Association tenants, private tenants, owner occupiers, temporary accommodation and households with no fixed abode.

- Accommodation based support, where the support is linked to a specific block of flats or property, will only be maintained and commissioned where there is clear needs evidence and service user preference that backs up the need for such a model.

- There is a strong preference against shared accommodation, particularly in the East of the Borough, although this will be commissioned if needs evidence/service user preference supports shared supported housing

- The strategy has a strong focus on achieving the borough's Community Strategy Objectives linked to narrowing the gap – addressing the social exclusion of the most deprived households, tackling homelessness and helping vulnerable households access education, training and employment.

- The strategy also emphasises the need for SP services to tackle re-offending, anti-social behaviour and supporting survivors and victims of crime/Anti Social Behaviour, particularly domestic violence.

- The strategy highlights the good work the Borough has done on setting up Black and Minority Ethnic specific services via 11 BME lead community organisations – The strategy commits the Borough to evaluating the effectiveness of this, with a view to expanding it to other groups.

- The Local Authority will tender all new and existing services during the lifetime of this strategy, except where the following criteria apply:

    - The service required is of such a specialist nature that there is a dearth of suitable providers capable of supplying the service (e.g. a specialist floating support service for a specific BME group)
    - The size of the contract is such that the benefits of tendering are outweighed by the costs (e.g. a service worth less than £150,000 over three years)
    - Tendering the service would put at risk the sustainability of the provider organisation *and* the Local Authority is committed to developing the capacity of that provider (e.g. a small local BME community group)

- Even where such scenarios apply there will be market testing as far as possible and providers will still be obliged to meet quality and value for money criteria.

- However to ensure some stability in the market the Local Authority will award steady state contracts, *after the first round of service reviews only*, where the following conditions are met:

    - The Local Authority and the provider have agreed a price for the service that meets value for money criteria
    - The service has achieved a satisfactory quality standard
    - The service can demonstrate strategic relevance to the satisfaction of the Commissioning Body
    - The provider has been accredited
    - No significant changes to the service delivery model are proposed

Draft timetable for tendering of services:	
2005/07 -	Mental Health and Substance Misuse/offender services
2007/08 -	Older Person, Learning Disability and Young Person services
2008/09 -	All other services (including generic floating support services)

- Informal feedback from the Government indicates that the strategy is rated as 'good and fit for purpose'

- The summary version of the strategy is available on the Council's website at: http://harinet.haringey.gov.uk/index/social_care_and_health/adultsandolderpeople/supporting_people1/supportingpeopleexplained.htm

  This also provides a link to the full version.

For more Information on the Strategy and Haringey's Supporting People Programme then please contact:

Supporting People Team
2nd Floor
40 Cumberland Road
Wood Green
London N22 7SG
Tel: 0208 489 3419
Fax: 0208 489 3303
E-Mail: Supporting.People@haringey.gov.uk

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Appendix 3
Progress against Supporting People Annual Plan 2006/07

To re-commission/reconfigure the mental health services in accordance with the findings of commissioned needs research, service user and stakeholder views, outcomes from service reviews and in line with local and national strategic requirements	Reconfigure low level support services by March 2007 Develop & implement new specifications for medium and high level services by July 2006 To approve/sign off new interim contracts (based on revised spec.) for existing medium and high supported services that will end March 2008 - By October 2006 Commission/ procure two new high supported housing services by March 2006 (to be established in 2007/08) To finalise accommodation strategy by December 2006 Finalise procurement of all other medium and high supported housing projects by March 2006 (to be completed during 2007/08)	High level Project Board (PB) established, chaired by Joint Head of MH Commissioning, including an AD BEH MHT, PCT Senior Manager MH, SP, Miranda Ferrier (Housing), Manager of Housing VAT – This will oversee the project. To meet every 6 weeks. Low Level Services - The PB has agreed which of the existing services deliver low level support. Individual assessments of need for existing service users of low level services are being arranged, to determine what services they need in the future. The individual assessments of need will be used to determine the exit strategy for each service user in the event that services are decommissioned. This will be completed by December 2006. In the process of having meetings with individual providers regarding the potential to decommission low level services and its implications - due to be completed by September 2006.

		Draft service specification and staffing skills requirements have been completed and are currently being consulted on through a series of focus groups involving service users, frontline support workers and providers. There is also extensive consultation with the inpatient wards at St. Ann's, CMHTs and other community services, joint head of commissioning and other key stakeholders. Draft Specs to be resolved by mid September. Work on a new contract linked to new specifications is in progress. Expect negotiations with providers finished by the Beginning of October. In line with the Five Year Strategy providers of medium and high supported projects that meet the required quality thresholds will be offered new contracts to run until March 2008. Joint work is currently underway with Housing, MH and SP on looking at existing accom projects in Haringey, London and nationwide. Housing are currently examining the stock options appraisal to consider which existing council properties may be available and suitable. Early stages of seminar

		planning for private and HA landlords to talk through our basic accom requirements and specification and what they would be prepared to develop. Procurement and tendering of all medium to high level supported projects is due to start in Oct 06 but this is dependent on progress on tasks above.
To re-commission/reconfigure offender services, in accordance with the findings of commissioned needs research, service user and stakeholder views, outcomes from service reviews and in line with local and national strategic requirements	By April 06	Meetings have occurred with the principle provider of offender and drug services – Provider issued with a 12 month termination notice on their contract that will expire on the 31 March 2007. Joint visits have occurred between the council's SP team, London Probation and the Safer Communities Unit on four out of the eight housing projects to consider their long term viability. The remaining 4 projects are due to be revisited by August. A report following these meetings will be presented to the Substance Misuse and Offender Review Panel in early September setting out which projects will close and which will be reconfigured and how. Despite the overall poor review outcome on these services there is some evidence from the visits so far

		that indicate that some of these projects are delivering some effective services. This will be reflected in the September report to SMORP. The report to SMORP will also include proposals for what the future service spec will look like as well as potential targets and outcomes. One of the projects has already been transferred to another provider and this project is being re-configured to deliver specialist supported housing for Prolific and Priority Offenders. It is planned to have the new service running by October 2006 with a 12 month contract. Joint discussions work is underway with London Probation to reconfigure an existing supporting housing project for offenders to offer a floating support service that will work exclusively with referrals from MAPPA. A variation to contract has already been issued agreeing to alterations in staffing capacity and number of support hours available. Further work is due to start on developing protocols around info sharing and sharing of risk management between provider and statutory agencies. This will be

		complete by October 06. A report on the future re-commissioning of the above will be presented to the October SPEMB including a timetable for re-tendering leading up to April 2007.
To re-configure services targeted at single homeless households Commissioning needs assessments of the housing and support requirements of current users of these services Continued development of the integration of floating support services into the new Homeless Prevention and Option approach being adopted by Haringey's Housing Service Developing private sector housing options for non statutory single homeless linked to floating support Analysing data on cross authority use of these services and consulting on the implications of decommissioning with the North London SP Group and other affected authorities	Initial project plan to SP EMB by May 06 Assessment done by October 2006 By Sept 2006 By October 2006 Paper to go to April 06 North London SP group & then to 23/5/06 SPEMB	Tender for consultancy to carry out needs mapping underway. This is therefore on track with a likely report on the survey's outcome going to the October 06 SPPB. Senior SP project officer is working 2 days a week with the homeless service and in particular with the new Vulnerable Adults team manager. Work is underway to develop written protocols between the new P and O service and floating support providers (Key Support and HARTS). This will include a set of triggers for preventions and options officers and customer services which will offer guidance on who to refer to the floating support services. A publicity campaign targeted at housing officers, anti social behavioural officers and CS officers is underway to inform them about what the Floating Support services do and how to refer to them.

Development of a sub regional approach to move on, particularly for the single homeless Taking forward the SP EMB recommendation to decommission much of the existing accommodation based provision offering low level support, including the development of appropriate exist strategies for service users	Linked to MAP2 – end of 06/07 Detailed plan to July 06 SP EMB. Implemented Oct – March 2006	Meetings have taken place between the Head of SP and Head of Housing Supply where it has been agreed in principle that the accredited landlord scheme could be rolled out to single homeless households linked to Key Support. This scheme is already operating for homeless families linked into HARTS family support service. There is early work within the Housing Supply service to develop a non-rent deposit scheme with existing private letting agencies that could be used for non-statutory homeless households. A further meeting is planned between Housing Supply and a SP senior project officer to consider these options further that will take place before end of September 2006. A report on the cross use of Haringey's single homeless provision was discussed at the July meeting of N London SP Managers group. Camden, Westminster, Islington and Haringey have also met and agreed an action plan to link some of Haringey's and Islington's existing provision into Camden's SH pathways project. Essentially, to use some of the existing provision as second stage move on from the central London hostels. This

		work will be completed by the end of April. Meetings with providers are underway to consider the implications of decommissioning and sub regional use of existing provision. Visits to services to discuss the implications for service users are planned and a discussion is planned at the next 'You Count' service user forum.
To integrate the Floating Support Service with 'Homes for Haringey'	By June 2006	This is on track. Management agreements between Homes for Haringey and the Floating Support Services, joint management meetings, and joint monitoring arrangements are in place. Trigger points are now written into the H4H Housing Management Instructions that will ensure early referral to support services for households under threat of eviction. A major advertising campaign is underway with advertisements in staff magazines and anew leaflet will be made available shortly. Briefings have been given to frontline and customer services staff as well as tenants acting as 'lay advocates' for their tenants.
To develop a Housing and Support Strategy for Older People	End of 2006/07	The OP Housing Strategy Project Board hasn't yet met.
To commission research into the	Research findings by July 2006, final	Evaluations of existing research and

Housing and Support Needs of domestic violence survivors from BME Communities, particularly Turkish Speakers	report by Sept 2006	needs data have been completed. The findings were presented to the Council's Executive Member for Safer Communities in August and further advice and guidance is awaited on the next steps.
To develop benchmarks for cost, performance and value applicable across services operating in the sub region. To have a particular focus in 2006/07 on: 1) Benchmarking floating support services against staffing levels, unit cost and service capacity. 2) Benchmarking Quality. 3) Benchmarking performance, particularly including outcomes.	By October 2006	The first elements on cost analysis have been completed. The second and third will be completed in September 06 and will be reported to the North London managers meeting.
To identify and commission services that meet cross authority needs that would benefit from being commissioned on a regional basis	By September 2006	This partly depends on the benchmarking work described in the previous action and discussions on the cross authority use of single homeless provision. However, Haringey is leading discussions with Camden, Westminster and Enfield and the leading provider of floating support to single people on creating a single North London floating support service. An early options paper indicates a 10% efficiency that could be used to significantly increase capacity across the region. This will be considered in more detail at the Sept meeting of the N London SP

		Managers. Haringey is discussing with Hackney and Islington about the commissioning of services for former sex workers.
To further develop the VfM tools that are applied to contract costs, to take account of the outcome of quality assessments and performance (particularly on outcomes). To use this to consider what can be expected from the various types of service, levels of support, staffing inputs etc. This will be used to start setting benchmarks for standard and above standard performance and what this might cost.	Initial analysis by June 2006, benchmarks determined by Sept 2006, consultation on performance related initiatives by Sept 2006, to be implemented by April 2007	VfM cost tools are already in place and a more detailed analysis is underway, starting with MH and OP. Quality and Performance scores are now being added. MH to be completed by the end of August and the other sectors by the end of October. This analysis will be used to fix contract prices and service targets – Will be used for the new contracts that will be in place by the end of December.
Development of Outcome Performance Framework linked to local, regional and national priorities and targets.	By end of 2006/07	The development of the framework is complete and has been piloted with the large floating support services – Now complete with reports going to the Sept 06 SP PB. Work is underway to rollout framework to 7-8 additional providers by Dec 2006.
To implement Communication Strategy to: 1) Provide 'Key Messages' Leaflets for Service Users, customer services, websites, Libraries etc. 2) To provide high level information for professionals and commissioning managers.	By July 2006	The Key messages leaflets on 'What SP is' and 'What services are paid for' are now complete and are being sent out to appropriate services, receptions, libraries etc. – Complete by mid August. A leaflet on 'How to access

		services' will be rolled out by the end of August. A leaflet on the strategy will be complete by mid Sept. The website has been successfully updated with information based on these leaflets. There is current further work to enable access to the SP Local Directory of services that will be completed by mid Sept 06. We have introduced a programme of mystery shopping to find out what the response is regarding the phone numbers on the leaflets and the quality of information given to the public. A programme of publicity on strategically placed billboards advertising direct access support and SP in general will run from Sept to early Oct 06. We are planning a DVD presentation on how to access floating support and what it does to go n Haringey's website.
To set up a series of procurement Seminars to inform the development of an overall SP procurement Strategy.	Seminars up to Dec 2006, procurement strategies developed throughout 2006/07 - Mental Health strategy to be in place by October 2006	One seminar for MH has occurred. Another one is planned before the end of December. Early plans are in place to set up seminars for all housing providers - both HA and private sector - to talk through accommodation

		procurement options.
To complete putting Steady State Contracts in place	All completed by Nov 2006	Early work has started on steady state form and template. We aim to have a draft completed for consultation by the 5th Sep. We plan to have all new contracts agreed by December.
To support all services in attaining the next standard of quality (level B) in at least two out of six areas in the Quality Assessment Framework, with a focus on protection from abuse and health and safety.	By March 2007	A programme of quality assessments has been set up for the next two years. The first wave of QAF desk top pre-assessments has started.
To implement Service User Involvement and Consultation Plan to offer: 1) Service User capacity training and mentoring. 2) To establish Service User Steering Group. 3) To roll out the development of client specific focus groups and forums. 4) To have guidance in place that supports and enables service users to be full participants in commissioning process from service design through to provider selection across client groups.	By Sept 2006 (1 and 3 are on-going)	The Service User steering group has been established. It features representatives from a broad range of client groups. The Terms of reference have been agreed and the group will meet every 2 months. The group will have two non-voting places on the SP PB and these will be selected at it's Sept 06 meeting. Further work is underway to look at adding further groups to the steering group. Training and mentoring is offered to members of the group. We are now in the process of sending out 'Key Message Summaries' of the outcome from the service reviews to service users. These will include a feedback form about the views on the outcome of the reviews. We are setting

		up a process to summarise feedback and then disseminate to the SU Steering Group and providers. These will then be reported to the SP PB and will be used to inform future commissioning decisions. Focus groups and a roadshow have now been set up for survivors of DV. Focus groups for MH service users are continuing and joint work is underway with one of the key support providers to set up a service under group for vulnerable families. Early service user involvement work is underway with the Travellers Service and Youth Offending.
To continue to develop information systems to improve the quality, accuracy and accessibility of SP supply and other data	On-going	There is ongoing work to improve the quality of data in the PI workbooks. We work with providers to improve the data provided and will reject workbooks that are submitted corrupted. Work is underway in IT services to implement SPOCC.NET by December 2006 - this will allow online uploading of performance workbooks.
To continue to collect and improve the accuracy of equalities data and determine what changes in services and practices are needed to address any over and under representation of services	By October 2006	A report regarding ethnicity, gender and disability was presented to the July SP PB. A further more detailed report is due at the Sept 06 SP PB.

Supporting People Strategy 2005 – 2010

Year 2 Annual Plan 2006-07

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1. Purpose of the Annual Plan

The Government requires all Local Councils receiving Supporting People grant to agree with NHS and Probation partners a Five-Year strategy covering 2005 to 2010. A local commissioning body that includes these partners must agree the strategy. The Supporting People Executive Management Board acts as the commissioning body for Haringey. In line with Government requirements the Strategy should describe;

- what support services are provided in Haringey that are funded by Supporting People grant;
- the level of SP funding available to each vulnerable client group
- an analysis of whether these services meet current and future need, in particular where there is under provision;
- a description of how services and SP funding will be changed to meet unmet needs and the strategy's priorities
- a description of how payments are assessed to cover the support charges of tenants/service users
- Details on consultation arrangements for Supporting People decisions, including how people using SP funded support are involved in decision making

Haringey successfully agreed it's five year strategy in February 2005 and it was submitted to the Office of the Deputy Prime Minister by the 31 March 2005. There was extensive consultation on the strategy that included service user groups, providers, statutory agencies and services, the voluntary sector and Council members.

The Government also requires an annual plan to be agreed by local commissioning bodies, which sets out;

- how the Supporting People Five Year Strategy will be implemented in any year;
- what changes have been agreed to the strategy since it's it's submission to the Government and
- the revised level of services and SP funding for each vulnerable client group.

Haringey's Five Year strategy is coming into the second year of it's implementation. This document is Haringey's SP Annual Plan for 2006/07 and it sets out what elements of the five year strategy will be delivered this year and on-going developments. These are detailed in Appendix A – Improvement Plan on page x.

2. Vision and Key Objectives

The overarching purpose of Haringey's Supporting People Strategy 2005 – 2010 is to contribute to the achievement of the objectives in Haringey's Community Strategy 2003-2007.

The Community Strategy sets out the shared vision and objectives of all Local Agencies that form the Haringey Strategic Partnership. It is also based on the views and priorities of Haringey's people, as expressed through local community groups and surveys of local people. The agreed shared vision that underpins the Community Strategy is to;

'measurably improve the quality of life for the people of Haringey by tackling some of our biggest problems and making it a borough we can all be proud of.'

The five main priorities of the Community Strategy are:

1) **Providing modern, better quality, more accessible services for everyone who needs them, particularly health and social services;**
2) **Narrowing the gap between the east and the west of Haringey by improving the most deprived areas;**
3) **Creating safer communities;**
4) **Creating a cleaner, greener environment with better transport and leisure opportunities; and**
5) **Raising achievement in education and creating opportunities for life long success.**

Although it is nearing the end of its time frame and needs to be rewritten, its priorities still drive the vision and key objectives of Haringey's Supporting People Programme.

Supporting People has a particular contribution to make towards achieving the following themes:

1) Improve Services
2) Narrowing the Gap
3) Safer Communities

2.1 Vision for Supporting People services in Haringey

Haringey's Supporting People programme will fund services that deliver high quality and effective housing related support services to vulnerable households to:

1) Complement and dovetail with statutory services
2) Prevent and combat the effects of institutionalisation
3) Promote social inclusion amongst deprived households
4) Meet the needs of a diverse Borough
5) Help to promote safer communities

Haringey's Supporting People programme is also committed to working with other London Boroughs through the Association of London Government and other regional structures to develop and commission housing and support services for vulnerable households who need to access services across London

2.2 Key Objectives

In the context of Haringey Council's overall planning and performance framework, the key objectives for the Supporting People service are as follows:

To ensure best use of available resources by improving cost and efficiency;

This includes;

- To use the outcome of the Supporting People service reviews to improve capacity, service standards, performance and cost effectiveness

- To develop and improve regional and sub-regional working, including effective benchmarking to improve cost, quality and performance and to share knowledge and good practise
- To consider the potential to commission and procure services sub regionally and regionally to achieve improved flexibility of access; to deliver cost efficiencies; to assist with effective market management and to develop and provide specialist services
- To develop the approach used in Supporting People for assessing service costs for use in other service areas and enhancing it to take account of service performance and achievement on outcomes

To improve effectiveness of service delivery and outcomes;

This includes;

- Developing extra care supported housing opportunities for disabled people to promote independent living.
- Supporting People to develop frameworks for measuring service outcomes linked to local and Government targets and for assessing the impact of services on individual service users, particularly with regard to access to education, training and employment
- Streamlining access to housing related support services
- Developing more easily accessible information on Supporting People and what support services are available
- To use modern procurement and commissioning approaches, including market testing (where appropriate) and informed market research to deliver better services and improved cost efficiencies

To improve the quality of services for users and carers; and

This includes;

- Using the Supporting People QAF to bring policy and practise for all housing related support providers to substantially above minimum standards (Level B) and with the prospect of delivering leading practise (Level A) – To include offering support, training and mentoring networks

To promote fair access to services.

This includes;

- To develop and support the capacity of service users to take part in decision making that affects their services, particularly hard to reach and BME communities – To include training, mentoring support and the development of a broad range of approaches that promote their involvement
- To develop and support service user and carer led forums and a representative steering group that will feed into key strategies, plans and budget discussions
- To improve the quality of needs and equalities data collected; of gap analysis and how this analysis is used to commission and develop services

3. Local Management Issues

In addition to the delivery of key elements of the Supporting People Five Year strategy, there are a number of medium to long term challenges that the Supporting People Executive Management Board (SP Commissioning Body) will be considering this year. Some are reflected in the actions set out in the Implantation Plan (see section x on page x) but others are still subject to further discussion between the key partners and stakeholders. The Annual Plan may be updated following these discussions and an updated version will be released for consultation once these have concluded.

These challenges include:

- **Responding to the medium to long term effects of the Government's proposed Distribution Formula**
  - Current models suggest a long term reduction in Haringey's SP grant from £21.7 million to £12 million
  - A detailed technical response has already been submitted that poses serious questions over the accuracy and robustness of the formula and a partner response that it should not be implemented. Further lobbying is planned through out 2006/07
  - The Government plan to announce whether and how it intends implementing the new funding formula in the Summer of 2006 – If fully implemented as is this could result in Haringey only receiving 95% of it's 06/07 allocation in 2007/08, which would mean finding over £1million of savings in 07/08
  - In September/October 06 the SP Executive Management Board will initiate a full strategy and spending review in light of the Government's announcement on the Distribution Formula

- **Embedding low level floating services into statutory agencies and providers**
  - As part of the re-engineering of the Homeless Persons Unit into a Prevention and Option Service, working jointly with Housing Needs and Strategy to improve it's response to vulnerable households, including the development of the Vulnerable (Adults) Service and fully integrating the generic floating support services into the new Prevention and Options framework
  - Integrating the floating support services into the routine working arrangements of Homes for Haringey (Arms Length Management Organisation), ASBAT etc., to maximise referrals to these services and to deliver the early prevention of tenancy failure, ASB etc – To follow through with a roll out of this approach to the RSL landlords
  - Improved access to low level services for Statutory Mental Health and Learning Disability services
  - The continued integration of 60+ into statutory services for Older People
  - Improved joint management and monitoring arrangements for the above

- **The re-commissioning and restructuring of many key areas of the programme arising from the Five Year Strategy**
  - The service reviews of housing related support services for people with mental health problems highlighted weaknesses in existing provision and recent needs research suggests a shift towards more high support, with greater emphasis on tackling the social exclusion and poor quality of life for many existing service users
  - Service reviews also found substantial weaknesses in local accommodation based services for offenders and lack of evidence of successful outcomes

- Recent needs mapping of the housing and support needs for older people points to a need to shift provision from low level accommodation based services to more extra care and a greater flexibility in how support services are delivered
- The reviews of supported housing for the single homeless have concluded that low level accommodation based services need significantly scaling down in favour of floating support linked to Homeless Prevention and Options. However, there is a cross authority element to these services that needs to be considered within a sub regional and regional context
- Accommodation strategies are required for all these sectors both in terms of the better use of existing properties, the development of new extra care provision and the capital investment required for both
- Effective project management; risk and exit strategies; communications and stakeholder and service user consultation/involvement are needed in all these areas
- A Housing Strategy for Older People is already being developed and a detailed project plan is being put in place for the mental health re-commissioning – A similar plan is being drawn up for offender services
- A conference for all housing providers and developers is planned for early 2006/07 to consider medium to long term supported housing requirements
- Provider and stakeholder seminars are planned throughout 2006/07 to consult on service delivery models in these sectors and approaches to procurement and contracting – The first one for the MH sector will take place on the 4 April 06

- **The long term mainstreaming and integration of the Supporting People programme (linked to the Government's new national strategy)**
  - The integration of the SP Team and related administrative functions into other Council Services, with the sharing of skills, expertise and practises
  - Exploring the full integration in 2006/07 of the commissioning of housing related support services with social care commissioning, for people with MH problems and people with a learning disabilities - Decisions would shift to the relevant partnership boards once long term SP funding levels are set (Sept 06 onwards)
  - Exploration of a similar approach for older people services and the Children Service leading the commissioning of housing support for teenage parents and other young people at risk
  - Working within the North London SP Group on developing joint commissioning for all other groups
  - Exploring the impact of introducing Direct Payments and Individual Budgets to housing related support services

4 Risk Management

The following risk factors have been identified as having a significant impact on the successful delivery of the local management issues mentioned above:

This document sets out the Supporting People key risks. The risks are based upon the following objectives:

To maximise high quality and first class support services to vulnerable households that enables and promotes their independence and social inclusion within available resources.

- To target services to those in greatest needs; and

- To deliver services that are able to meet the needs of all Haringey communities and client groups.

To support the delivery of key local and national targets e.g. the community strategy, community care strategy, the health improvement modernisation plan, housing homelessness strategy, the community safety and crime reduction strategy, Valuing people, the National Service Frameworks.

To use the Supporting People contract and service reviews to achieve best value and improve supply.

- Release investment for new support services for unmet need;
- Achieve Government spending targets; and
- Improve the capacity and supply provided by existing service.

To develop the Supporting People Strategy and Development Plan

- Analysis of need and projection of existing and future demand;
- Analysis of existing supply in terms of meeting need/priorities;
- Proposals for Development and changes in services;
- Effective consultation with residents, tenants, Local Authority members, providers etc;
- Consideration of equality issues affecting SP in Haringey; and
- How will the programme be managed and governed, including improvements.

Effective and improved administrative and management systems including:

- Effective Financial assessment and payment processes;
- Effective Quality Assessment and Performance monitoring;
- Effective and joined up Contracting and Procurement systems;
- Improved Communications and Information sharing;
- Improved management of risks;
- Effective and improved governance; and
- Systems for more effective allocation of resources.

Key to the Risk Register:

Ref: Details the reference number for the risk.

Risk Identified: Details the risk identified by management.

Inherent Risk: Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored either High (H), Medium (M) or Low (L). The rankings can be tied into the overall Local Authority risk framework.

Controls: The actions and processes which are currently in place to manage the risk identified.

Residual Risk: Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

Further Action: Where there is outstanding residual risk, further actions have been identified by management to reduce the exposure of the Supporting People programme to the risk. A separate action plan, including a timetable for implementation of the further actions, will be produced.

The risk register contains a number of controls with a reference number, e.g. (H7) with them. This is a reference to a risk and control within the Councils risk management framework, e.g. H7 refers to an entry on the Housing Risk Register.

Departmental References:

H – Housing

SS – Social Services

F – Finance

AC – Access Services

ES – Environmental Services

E – Education

Ref	**Risk Identified**	***Inherent***	**Controls**	**Residual Risk**	**Further Action**

		I	L		I	L	
SP1	The inability of the market to respond in an appropriate time frame: to changes in demand; to current and future quality standards.	**H**	**H**	Monthly performance reports to Senior Management Team and Chief Executives Management Board. Supporting People Service Review Process. Reporting outcomes of Supporting Peoples Providers reviews to the Supporting People Commissioning Body (SP CB). Provider capacity building – work underway with the Voluntary Sector team to develop the management capability of small providers. Providers Practitioners Group. Negotiating mergers between failing providers and more effective ones. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)* Corporate Procurement process. *Head of Procurement* Performance reports to teams at 3rd Tier level (H7) *Head of Housing*	**H**	**L**	Involvement in the sub regional agenda. Work with Procurement through the Trade Local Strategy to develop capacity of small local providers. Mentoring system between large and small providers. Development and formation of Exit Strategies for services that are not going to be procured. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*
SP2	Inadequate and unclear working	**H**	**H**	Commitment from Chief Officers in establishing permanent	**H**	**L**	Memorandum of understanding for distribution and discussion between the relevant partners**,**

	relationships between partners; potential conflict between SP programme and Partner ojectives.			protocols, policies and procedures. Supporting People Management Board (SPMB), including Senior and Strategic managers from all Partner agencies. Reports from the SPMB to the SPCB. Supporting People Accountable Officer is of an appropriate level of seniority in the Local Authority, and a member of CEMB. Supporting People Management team is of an appropriate level of Local Authority. SPCB is chaired by the Chief Executive of the PCT, and attended by the Directors of Housing and Social Services. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)* Fully joined up working (SS1) *AD- Older Peoples Services*			including a written process for conflict resolution. Establish a broader forum of 3rd and 4th tier managers and other stakeholders. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*
SP3	Supporting People Programme objectives are not realistic and do not meet strategic	**H**	**H**	Effective and robust needs mapping. Effective needs information.	**H**	**L**	Development and Implementation of Commissioning Matrix to allocate funds reflecting key corporate targets. *Supporting People Programme Manager/*

	requirements			Stakeholder involvement Delivery of the Supporting People programme Improvement Plan Delivery of the Supporting People 5 Year Strategy *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)* Robust Performance Management Framework (SS11) *Director of Social Services*			*Head of Housing/Assistant Director for Social Services (Adults)*
SP4	Change in funding rules	**H**	**H**	Tools for assessing the split between social care and housing support costs. Joint commissioning and funding arrangements. Review of eligibility criteria.	**H**	**L**	Contingency funds available in base budgets in Social Services and Health.
SP5	Process of re-modelling services does not take enough account of needs of existing clients.	**H**	**M**	Monthly performance reports to Senior Management Team and Chief Executives Management Board. Supporting People Service Review Process. Reporting outcomes of Supporting Peoples Providers reviews to the Supporting People Commissioning Body (SPCB). Provider capacity building – work underway with the Voluntary Sector team to develop the	**H**	**L**	To extend good care management practise to all areas. To develop Single Assessment Processes for Housing Related Support and non-Supporting People funded services. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*

				management capability of small providers. Providers Practitioners Group. Negotiating mergers between failing providers and more effective ones. Good working relationship with Care Management providers. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)* Corporate Procurement process. *Head of Procurement* Performance reports to teams at 3rd Tier level (H7) *AD- Housing Strategy and Needs*			
SP6	Desire for market stability, March 2006 review deadline and the requirement to realise budget savings could conflict with SP programme requirements	**H**	**H**	Supporting People Procurement Strategy *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*	**H**	**L**	Approval of Supporting People Procurement Strategy by Procurement Committee *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*
SP7	Inappropriate and ineffective financial appraisal during review process which hinders the investment opportunity.	**H**	**H**	Service Review Process Provider Accreditation Process Scrutiny by Corporate Finance VFM tools in place *Supporting People Programme*	**M**	**L**	

				Manager			
SP8	New Govt funding formula resulting in redistribution of funds and consequent loss of funding over and above Govt SP reduction targets. Announcement on distributive formula due in September.	**H**	**H**	Report to the executive member for Social Services and Housing. Planning model to take account of 25% reduction in funding. Early identification of priorities. Discussion and identification of alternatives sources of funding. Identify statutory responsibilities. Analysis of unit cost. Early discussion with members. Early identification of risks to CEMB. High level strategic and VFM review. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*	**H**	**L**	Further development of contingency plan for the 25% reduction in funding *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*
SP9	Commissioning Body decision to close politically sensitive housing support schemes. There are over 2,000 sheltered flats mostly for older tenants in Local Authority and RSL tenancies	**H**	**M**	Early involvement of CEMB and key Executive Members in formulation of decision. SP Strategy link to Corporate Plans and involvement of Members in development of Strategy. *Supporting People Programme Manager/ Head of Housing/Assistant Director for*	**H**	**L**	

				Social Services (Adults) Project Management of Fit for Purpose Housing Strategy (H4). *Head of Housing*			
SP10	Inability to meet budget and commissioning targets due to delay in review process.	**H**	**M**	Contract Review Process. Reporting arrangements to Supporting People Executive Management Board and Social Services SMT of the Contract Review Process. 2005/2006 timetable for reviews. Monthly budget reporting to Director of Social Services. Successful bid for ODPM for additional admin resources. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*	**H**	**L**	Ensure adequate involvement agreed with the Adults Business Unit. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*
SP11	Inability to recruit and retain experienced and qualified SP staff – this particularly applies to staff carrying out contract and service review.	**H**	**M**	Services provide staff with appropriate training and on the job coverage with a supervising officer in order that experience in the job capacity may be gained. Training programme has been implemented. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*	**H**	**L**	

				Appraisal system, including target setting and reward schemes, (SS5) Recruitment Policy and Procedure Leadership Programme (H2)			
SP12	IT failure and failure of support mechanisms.	**H**	**L**	Accurate and appropriate Manual records of payments. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)* Contingency planning for business failure. Business Continuity Planning. Disaster Recovery Plan, (AC1) *Head of IT Services*	**M**	**L**	Document the Supporting People Continuity Plan *Supporting People Programme Manager/Head of Housing*
SP13	Conflicts within the partnership and the appeals process have a negative impact on services.	**M**	**H**	Appeals process in place. Service Review process. Early feedback to Service Provider. *Supporting People Programme Manager/Head of Housing*	**M**	**H**	Codify the appeals process in place *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*
SP14	Major failure in service provision, e.g. leading to death of a client.	**H**	**L**	Provider Accreditation Framework for SP and Social Care Contracts. Application of the Corporate Protection of Vulnerable Adults	**H**	**L**	Development of the SP Complaints and Whistle blowing policy Develop better relationships with Carers, ensuring that they know how to raise

				Process. Service Review Process. Complaints Process. Effective care management and links to the Supporting People management team. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*			complaints within services. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*
SP15	Failure to find suitable alternative provider in case of poor/expensive provision	**H**	**M**	Monthly performance reports to Senior Management Team and Chief Executives Management Board. Supporting People Service Review Process. Reporting outcomes of Supporting Peoples Providers reviews to the Supporting People Commissioning Body (SPCB). Provider capacity building – work underway with the Voluntary Sector team to develop the management capability of small providers. Providers Practitioners Group. Negotiating mergers between failing providers and more effective ones. *Supporting People Programme*	**H**	**L**	

				Manager/ Head of Housing/Assistant Director for Social Services (Adults) Corporate Procurement process. *Head of Procurement* Performance reports to teams at 3rd Tier level (H7) *AD- Housing Strategy and Needs*			
SP16	Unexpected loss of Service Provider: ● bankruptcy; ● provider closing business	**H**	**M**	Accreditation Review Process. Service Review Process. Monitoring of complaints. Effective care management and links to the Supporting People management team. *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*	**H**	**L**	Codify list of alternative suppliers Provision of contingency fund Action plan with Housing for alternative accommodation *Supporting People Programme Manager/ Head of Housing/Assistant Director for Social Services (Adults)*

5 Resources

5.1 Service delivery partnerships

- Supporting people is always looking to enhance existing links with stakeholders. A capacity building and mentoring programme is already in place for small BME providers, which will enable BME providers to have the capacity to successfully retain and develop SP contracts – This is being expanded in 2006/07
- All key decisions affecting the Supporting People Programme are made within the partnership framework of the Supporting People Executive Management Board. This is a statutory requirement and decisions amongst the partners (Council, Probation and NHS) must be unanimous. The SP Executive Management Board is accountable to the Well Being Theme Board, which forms part of Haringey's Strategic Partnership.

5.2 Procurement

As a part of the implementation of the Directorate's Commissioning and Contracting Strategy, the Division will be seeking to maximise opportunities presented by its commissioning function to increase the use of block and framework contracts and decrease the use of spot contracts, thereby improving value for money.

Details	**Contract**
Contract Title	**Commissioning of housing related support (SP services) for people with mental health problems**
Coverage	484 supported housing units across 27 existing services across 16 existing providers ***Outline Project Plan*** Reconfigure low level support services by March 2007 Develop & implement new specifications for medium and high level services by Oct 2006 To approve/sign off new steady state contracts (based on revised spec.) for existing medium and high supported services that will end March 2008 - By October 2006 Commission/

	procure two new high supported housing services by March 2006 (to be established in 2007/08) To finalise accommodation strategy by December 2006 Finalise procurement of all other medium and high supported housing projects by March 2006 (to be completed during 2007/08)
Approximate value	£3,663,316.6
Contract start date	Sept 2007?

Contract Title	**Commissioning of housing related support (SP services) for offenders**
Coverage	42 supported housing units for offenders and 18 units for drug misuse (linked to offenders) across three existing services with two providers ***Outline Project Plan*** Assessment of the suitability of existing schemes/properties by July 2006 Initial Project Plan to Sept 06 SPEMB Consultation with service users and stakeholders on service models and specifications by Oct 2006 Consultation with landlords on accommodation requirements by Oct 2006 Tender process complete by March 2006 Change management, service set up and exist strategies complete by Oct 2007
Approximate value	£500,000
Contract start date	Oct 07

5.3 Efficiency Savings

5.3.1 Cashable Savings

It has been agreed that the following cashable efficiency savings are to be made for years 2005/2006 to 2008/2009:

Supporting People

- Government reduction of 1.73% for 2006/07 to £21.7 million. The Government is currently consulting on a new redistribution formula for the SP grant. This will inform the size of the SP grant from 2007/08 onwards. It is to be noted that despite the reduction of the grant, underspend from previous years is being carried forward and this will result in the SP Executive Management Board creating some limited investment in new services.

Efficiency savings 2005/06 to 2007/08		
Description of saving	**2006/7 £,000**	**2007/8 £,000**
Supporting People Contract efficiency Savings	850	
Decommissioning of Strategically Not Relevant Single Homeless and Floating Support Services		630

5.4 Revenue Investments

Revenue Investment Proposals				
Proposed investment	**Impact on performance**	**One-off/ recurring**	**Cost 000**	**Staff to be recruited**
Mental Health				
**Two Mental Health Supported Housing Projects*	To follow	Recurring	488	N/A
Travellers				
Two Floating Support Workers attached to LBH Traveller Service	To follow	Recurring	70	2 x FTE
Homeless Families				
Two Family Support Workers in Homeless Prevention and Option Service	To follow	Recurring	70	None
BME/Refugee				
Two new BME Floating Support Service supported by LBH VCT	To follow	Recurring	70	None

*These are two high cost services that have been commissioned jointly with Haringey NHS TPCT for 16 service users with complex mental health needs – The contracts have been placed with the Richmond Fellowship and Mind in Haringey

Note: In line with the commissioning approach set out in Haringey's Supporting People Strategy 2050 – 2010 bids were sought by the SP Executive Management Board (commissioning body) in November 2005. Bids were received in January 2006 and were presented to the March 06 meetings of the Council's Executive Advisory Board, the Borough's Well Being Theme Board and SP EMB. They were also discussed separately by Haringey NHS TPCT's representative and Probation Service representative on the SP EMB. The above bids were prioritised for recurring funding from April 2006.

5.5 Expenditure & Income Summary

SP PROGRAMME BUDGET 2006/07 BY CLIENT GROUP				
Client Group	**No Units Capacity**	**% Units Capacity**	**Budget 06/07**	**% Budget**
Generic	40	0.4%	103,029	0.5%
Homeless families with support needs	708	7.2%	3,044,976	14.0%
Mentally Disordered offenders	10	0.1%	288,476	1.3%
Offenders or people at risk of offending	42	0.4%	342,592	1.6%
Older People with support needs	5,292	53.5%	5,291,864	24.3%
People with alcohol problems	31	0.3%	301,288	1.4%
People with drug problems	18	0.2%	161,595	0.7%
People with HIV/Aids	45	0.5%	95,176	0.4%
People with Learning Difficulties	151	1.5%	2,135,010	9.8%
People with Mental Health Problems	536	5.4%	3,776,418	17.4%
People with Physical/Sensory Disability	126	1.3%	367,365	1.7%
Refugees	291	2.9%	681,443	3.1%
Rough Sleeper	22	0.2%	466,380	2.1%
Single Homeless with support needs	1,044	10.5%	2,804,031	12.9%
Teenage Parents	15	0.2%	174,236	0.8%
Women at Risk of Domestic Violence	1,351	13.7%	609,124	2.8%

Young people at risk	114	1.2%	847,350	3.9%
Young people leaving care	60	0.6%	274,977	1.3%
Total	**9,896**	**100.0%**	**21,765,330**	**100.0%**

Summary of Supporting People Projected Income and Expenditure for 2006/07

	Base Estimate	With inflation @ 1%	With Inflation @ 2.5%
Block gross contracts			
External Providers	12,778,116	12,819,705	12,882,087
Internal Providers	2,189,791	2,268,906	2,280,570
Block subsidy contracts			
External Providers	4,505,719	4,585,898	4,620,530
Internal Providers	2,357,942	2,381,295	2,416,324
Total Estimate 2006/07	**21,831,568**	**22,055,803**	**22,199,511**
Grant income 06/07	(21,765,327)	(21,765,327)	(21,765,327)
Anticipated Overspend 06/07	66,241	290,476	434,184
Actual Carry forward from 05/06	(883,400)	(883,400)	(883,400)
Remaining carry forward into 07/08	**(817,159)**	**(592,924)**	**(449,216)**

Note: The Government has guaranteed 95% of 2006/07 allocations will be allocated to Local Authorities in 2007/08. However, whether the level of allocations is above 95% depends on the outcome of the consultation on the Government's proposed funding formula. Under the model of the formula released in November 2005 Haringey is projected to loose £10million of it's grant per annum, which would potentially make the Authority an outlier. This would increase the likelihood of Haringey loosing 5% of it's grant in 2007/08, which would be just over £1million. Since April 2003 the Government have allowed Authorities to carry forward accumulated underspends to help manage reductions in funding, in order to prevent the sudden and unplanned loss of services. There are no indications as to whether the Government will allow under spends to be rolled forward into next year and this will probably not be announced until the autumn of 2006. The Supporting People Executive Management Board has held back on allowing a further inflation rise in 2006/07 due to the uncertainty regarding the Funding Formula but it will review this once the outcome of the Funding Formula Consultation is known in the summer of 2006 and it has had time to consider the implications for Haringey's future SP grant. An inflation rise was allowed in 2005/06 for those services that the Council had assessed were offering cost effective services, using it's Value for Money Tool.

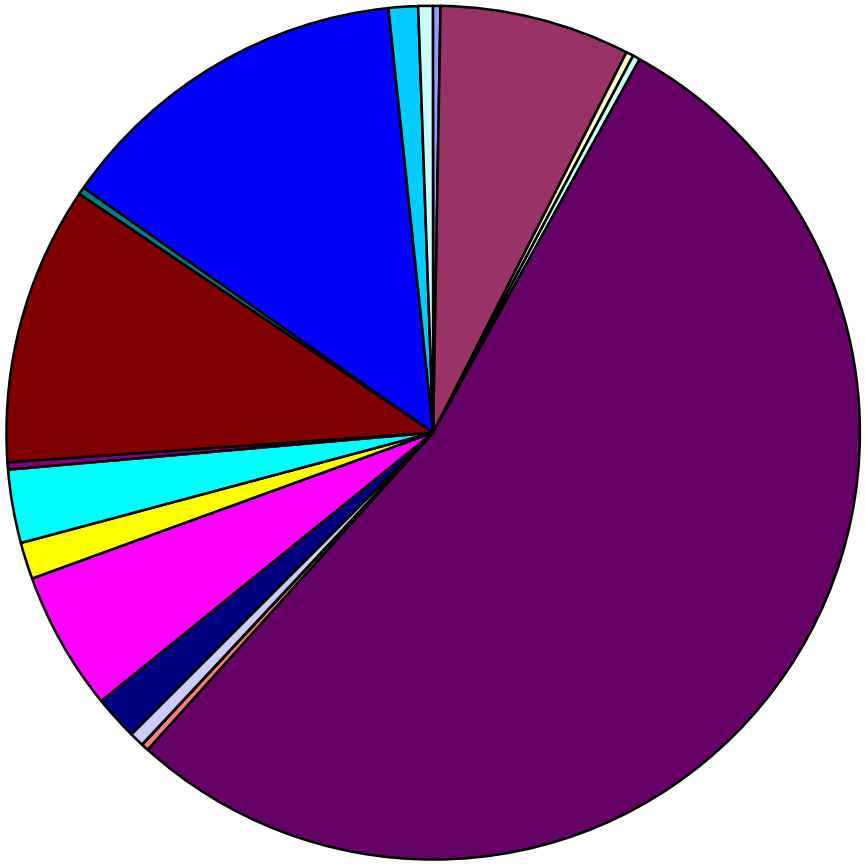
SUPPORTING PEOPLE ADMINISTRATION BUDGET 2006/07

Description	Budget 06/07
Employee Expenses	350,100
Premises	2,000
Consultants	12,000
Supplies and Services	60,100
Support Service Charges	89,900
Grant Income	(227,900)
Net Expenditure for SP Admin	286,200

Note: The expenditure on the administration costs incurred by the Council to manage the Supporting People represents 2.3% of overall expenditure on Haringey's Supporting People Programme.

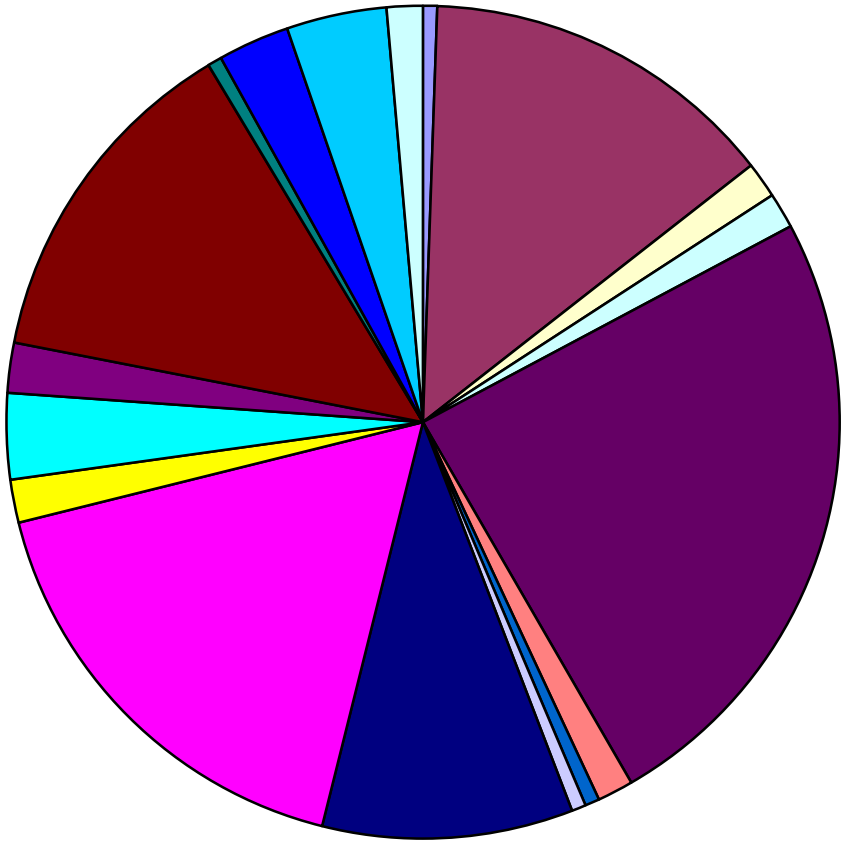
With the creation of an automatic link between the Council's Corporate Finance System and the Supporting People database, which manages all Supporting People contracts and payment, payments can now be made directly into provider bank accounts. This has substantially reduced administration and has allowed the authority to achieve a £23,000 per annum saving through the deletion of one finance post in the Supporting People Team. This represents a 5% cash efficiency on the Administering Authority's (Haringey Council) administration costs.

% of SP Supply 2005/06



- Generic
- Homeless families with support needs
- Mentally Disordered offenders
- Offenders or people at risk of offending
- Older People with support needs
- People with alcohol problems
- People with drug problems
- People with HIV/Aids
- People with Learning Difficulties
- People with Mental Health Problems
- People with Physical/Senory Disabiltity
- Refugees
- Rough Sleeper
- Single Homeless with support needs
- Teenage Parents
- Women at Risk of Domestic Violence
- Young people at risk
- Young people leaving care

% SP Budgeted Funding 2006/07

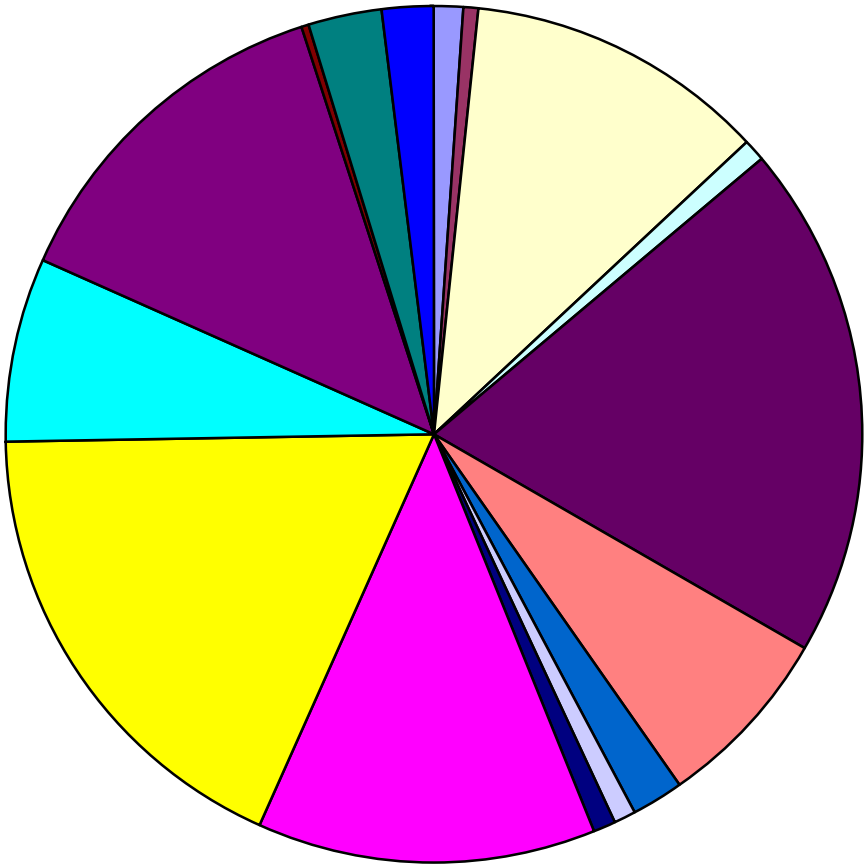


- Generic
- Homeless families with support needs
- Mentally Disordered offenders
- Offenders or people at risk of offending
- Older People with support needs
- People with alcohol problems
- People with drug problems
- People with HIV/Aids
- People with Learning Difficulties
- People with Mental Health Problems
- People with Physical/Senory Disabiltity
- Refugees
- Rough Sleeper
- Single Homeless with support needs
- Teenage Parents
- Women at Risk of Domestic Violence
- Young people at risk
- Young people leaving care

Number of Managers/Support Staff Employed in the Supporting People Programme

Primary Client Group	Total Front Line Support Staff	% Total Support Staff
Frail Elderly	**7.11**	0.99
Generic	**4.31**	0.60
Homeless Families with Support Needs	**82**	11.41
Offenders or People at risk of Offending	**5.91**	0.82
Older people with support needs	**140.56**	19.55
People with a Physical or Sensory Disability	**48.82**	6.79
People with Alcohol Problems	**14**	1.95
People with Drug Problems	**6.5**	0.90
People with HIV / AIDS	**6.19**	0.86
People with Learning Disabilities	**91.89**	12.78
People with Mental Health Problems	**129.63**	18.03
Refugees	**49.25**	6.85
Single Homeless with Support Needs	**97.5**	13.56
Teenage Parents	**2.2**	0.31
Women at Risk of Domestic Violence	**18.99**	2.64
Young People at Risk	**14.03**	1.95
	718.89	100.00

% Number of SP Support Staff



- Frail Elderly
- Generic
- Homeless Families with Support Needs
- Offenders or People at risk of Offending
- Older people with support needs
- People with a Physical or Sensory Disability
- People with Alcohol Problems
- People with Drug Problems
- People with HIV / AIDS
- People with Learning Disabilities
- People with Mental Health Problems
- Refugees
- Single Homeless with Support Needs
- Teenage Parents
- Women at Risk of Domestic Violence
- Young People at Risk

Appendix A: Improvement Plan

Improvements for 2006/07

In 2006/07 the following activities will be undertaken:

Business Plan Objective	***Responsibility***		
1) Implement national priorities and strategic objectives	Assistant Director		
Activities to be undertaken	**Who will undertake these activities?**	**When?**	**Resources and source**
Supporting People Services			

To re-commission/reconfigure the mental health services in accordance with the findings of commissioned needs research, service user and stakeholder views, outcomes from service reviews and in line with local and national strategic requirements	Supporting People Team Joint Mental Health Commissioner	Reconfigure low level support services by March 2007 Develop & implement new specifications for medium and high level services by Oct 2006 To approve/sign off new Steady State contracts (based on revised spec.) for existing medium and high supported services that will end March 2008 - By October 2006 Commission/ procure two new high supported housing services by March 2006 (to be established in 2007/08) To finalise accommodation strategy by December 2006 Finalise procurement of all other medium and high supported housing projects by March 2006 (to be completed during 2007/08)	Existing Dedicated Project Officer in SP leading on MH commissioning

To re-commission/reconfigure offender services, in accordance with the findings of commissioned needs research, service user and stakeholder views, outcomes from service reviews and in line with local and national strategic requirements	Supporting People Team DAAT Coordinator Probation Service Area Housing Development Manager	April 07 See section 4.4	Existing Commissioning and Review Manager leading on re-configuration of offenders services

To re-configure services targeted at single homeless households – To include: - Commissioning needs assessments of the housing and support requirements of current users of these services - Continued development of the integration of floating support services into the new Homeless Prevention and Option approach being adopted by Haringey's Housing Service - Developing private sector housing options for non statutory single homeless linked to floating support - Analysing data on cross authority use of these services and consulting on the implications of decommissioning with the North London SP Group and other affected authorities - Development of a sub regional approach to move on, particularly for the single homeless - Taking forward the SP EMB recommendation to decommission much of the existing accommodation based provision offering low level support, including the development of appropriate exist strategies for service users	Supporting People Team Housing Strategy and Needs North London SP Group	Initial project plan to SP EMB by May 06 Assessment done by October 2006 By Sept 2006 By October 2006 Paper to go to April 06 North London SP group & then to 23/5/06 SPEMB Linked to MAP2 – end of 06/07 Detailed plan to July 06 SP EMB Implemented Oct – March 2006	0.5 Senior SP Project Officer dedicated to this

Integration of Floating Support Services with 'Homes for Haringey' (Council Arms length Management Company for Council Housing) - To put in place Service Level Agreements between the three floating support services and ALMO - Agreement of joint performance framework - Setting up of joint management framework - Amendment of Housing Procedures to support better use of floating support to prevent evictions etc. - Improved working arrangements with ASBAT	SP Team ALMO Implementation Team	By June 06	0.5 senior SP Project Officer
Development of Housing and Support Strategy for Older People – To include: - Establishment of commissioning project board - Analysis of future supply required and of future service configurations based on completed needs mapping – Includes projections of future revenue requirements (both SP and Non SP) - Initial consultation with existing and potential users of services - Consultation with key stakeholders	LBH Older People's Service Manager LBH Capital Strategy and Initiatives Manager Supporting People Programme Manager	To be complete by March 06 Project Board to be set up by the end of April 06 By December 2006 On-going throughout 2006/07 On-going throughout 2006/07	Existing – Housing Strategy and Needs providing project management

Commissioning of Research into the Housing and Support Needs of DV Survivors from BME Communities, particularly Turkish Speakers	LBH Principle Equalities Officer LBH DV Coordinator SP Programme Manager	Research Findings to the July 06 SPEMB Final Report with recommendations to the Sept 06 Council Executive and Well being Theme Board	Existing

Business Plan Objective	**Responsibility**		
2) To ensure best use of available resources by improving cost and efficiency	Assistant Director		
Activities to be undertaken	**Who will undertake these activities?**	**When?**	**Resources and source**
Supporting People Services			
To develop benchmarks for cost, performance and value applicable across services operating in the sub region To have a particular focus in 2006/07 on: - Benchmarking floating support services against staffing levels, unit cost and service capacity - Benchmarking Quality - Benchmarking performance, particularly outcomes	The North London Supporting People Group Supporting People Team	Data compared and results analysed by October 2006	Existing

To identify and commission services that meet cross authority needs that would benefit from being commissioned on a regional basis To include: - Mapping services across the sub region to understand gaps and consider the possibility of sub regional re-configuration - Assessing the approaches being developed by the West London VIP - Identifying a common approach to commissioning single homeless services - Complete mapping of floating support services - Sub Regional strategic review of offender services	The North London Supporting People Group London Probation Supporting People Team	Agreement of a commissioning statement on single homeless services by May 06 Floating support map complete by May 06 Commissioning priorities considered and agreed with Probation for offender services by Sept 06.	The North London Housing Directors are considering jointly appointing a Project Manager to assist with this

To further develop the VfM tools that are applied to contract costs, to take account of the outcome of quality assessments and performance (particularly on outcomes) To use this to consider what can be expected from the various types of service, levels of support, staffing inputs etc. This will be used to start setting benchmarks for standard and above standard performance and what this might cost To use the data from this analysis to inform contract negotiations with providers and to consider the introduction of performance related incentives	The Supporting People Team	To have initial analysis completed by June 06 To have benchmarks determined by Sept 2006 To consult on the merits of performance related incentives by Sept 2006 The above to inform negotiations on new contracts let in 2007/08	Existing

Business Plan Objective	**Responsibility**		
3) Improve effectiveness of service delivery and outcomes	Assistant Director		
Activities to be undertaken	**Who will undertake these activities?**	**When?**	**Resources and source**

Supporting People Services			
Development of Outcome Performance Framework linked to local, regional and national priorities and targets - Initial work with generic floating support services - Roll out to a selection of other services across client groups - Progressive roll out to all services - Improvement in the accuracy and analysis of performance on planned and unplanned departures, with regular reports to SP EMB - The above included in contracting framework	Supporting People Team	By end of May 06 By September 06 From Oct 06 onwards By July 06 By Oct 06	
To develop the role of the Vulnerable (Adults) Team (part of Housing Prevention and Options) to allocate all supported housing units (excluding OP and LD).	Supporting People Programme Manager LBH Prevention and Options Manager	By July 2006	Existing
To implement Communication Strategy to: - Provide 'Key Messages' Leaflets for Service Users, customer services, websites, Libraries etc. - To provide high level information for professionals and commissioning managers - To establish service user and stakeholder working group to develop the above	Supporting People Team LBH Corporate Communications Unit	By July 2006 Working Group in place by May 06	Existing Resources

To set up a series of procurement Seminars to inform the development of SP procurement Strategies	Supporting People Team LBH Corporate Procurement	Series of Seminars leading up to December 2006 for providers and stakeholders – To start with the MH sector Client Group specific Procurement Strategies developed throughout 2006/07 – Mental Health strategy in place by October 06	Existing
To Complete putting Steady State Contracts in place, including: - Finalising contract form(s) - Provider consultation and negotiation - Procurement Committee Approval - Contract Sign off by providers and Council	Supporting People Team LBH Corporate Procurement	 By June 06 By June 06 July – Sept 06 By November 06	Existing

Business Plan Objective	**Responsibility of**		
4) Improve the quality of services for users and carers	Assistant Director		
Activities to be undertaken	**Who will undertake these activities?**	**When?**	**Resources and source**
Supporting People			
To support all services in attaining the next standard of quality (level B) in at least two out of six areas in the Quality Assessment Framework, with a focus on protection from abuse and health and safety. To Include:	Supporting People Team Corporate Voluntary Sector Team	By end 2006/07	Existing
- To continue following up post review Improvement Plans		On-going	
- Programme of annual QAF assessments to begin in May 06		Throughout 2006/07	
- Further development and use of the small provider network – To offer training and mentoring for small providers		On-going	
- Benchmarking workshops to be set up led by leading local and regional practitioners		By July 2006	
- Mentoring scheme to be set up via the Practitioners Group		By July 2006	
- Further development of toolkits (issued in 2004) to take account of post review best practise		By Sept 2006	
- Introduction of new Child Protection Standard and Assessment Framework		By Oct 2006	

Business Plan Objective	**Responsibility of**		
5) To promote Fair Access to services	Assistant Director		
Activities to be undertaken	**Who will undertake these activities?**	**When?**	**Resources and source**
Supporting People			
To implement Service User Involvement and Consultation Plan to offer: - Service User capacity training and mentoring - To establish Service User Steering Group - To roll out the development of client specific focus groups and forums - To have guidance in place that supports and enables service users to be full participants in commissioning process from service design through to provider selection across client groups	Supporting People Team	 On-going By July 2006 On-going Sept 06	Existing

To continue to develop Information Systems to improve the quality, accuracy and accessibility of SP supply and other data. To include: - Ensuring all performance returns are accurate - Reviewing supply data on SPOCC and working with providers to ensure that it's accurate, comprehensive and kept up to date - Ensuring all Government returns are accurate and submitted within two weeks of receiving requests - Implementation of SPOCC.Net to open up supply data via the Webb and to enable e-returns - Implementation of Housing Benefit/SPOCC automated link	Supporting People Team Council Support Service	 On-going On-going On-going By Sept 06 By Sept 06	Existing
To continue to collect and improve the accuracy of Equality Data and determine what changes in services and practises are needs to address any over and under representations in services. To Include: - Equalities monitoring data on service users, staff, referrals and rejections etc. to be regularly collected and presented to the SP EMB - An action plan to be drawn up to address key issues identified from equalities monitoring	Supporting People Team Corporate Equalities Unit	 By July 2006 By October 2006	Existing

Appendix B: Structure Chart

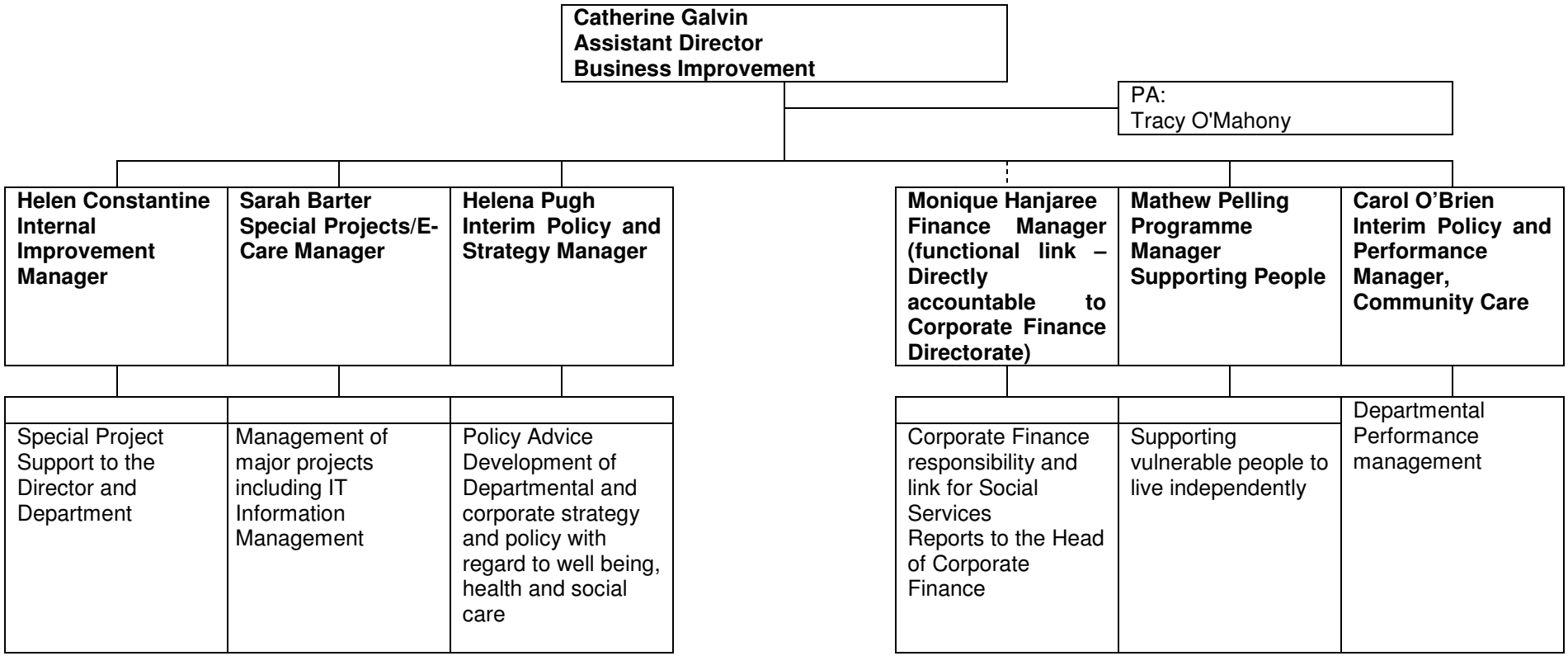
HARINGEY COUNCIL

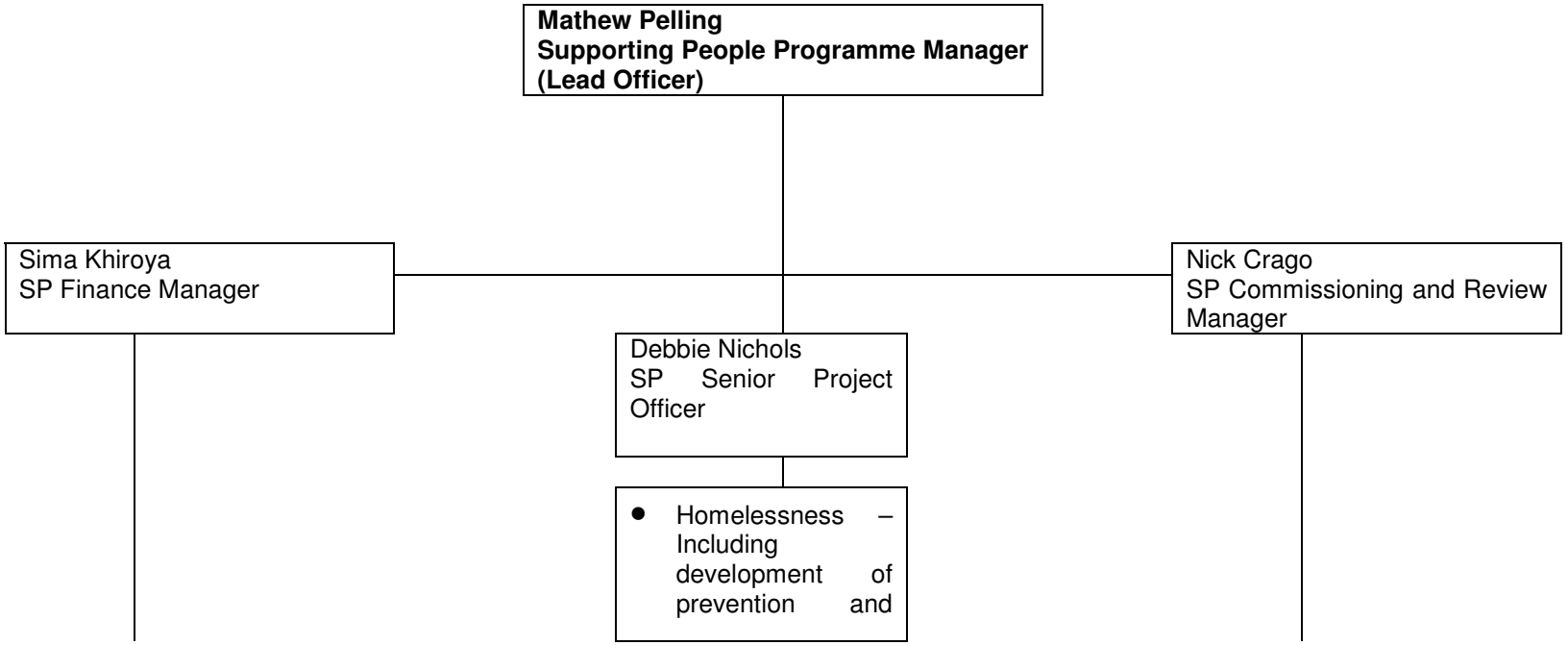
Social Services Directorate Management Team

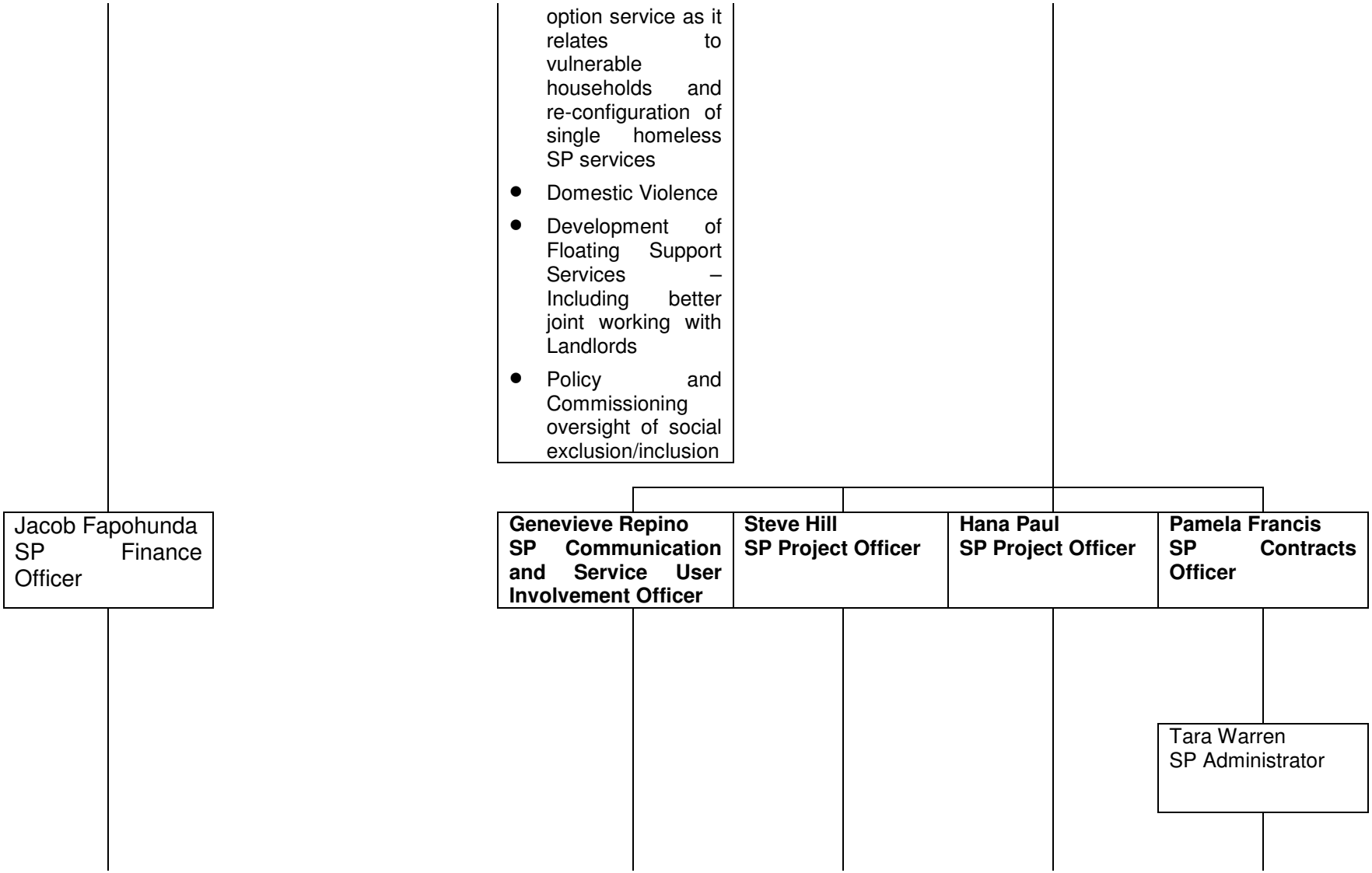
Anne Bristow
Director of Social Services

Sue Evans
Executive Assistant

John Haffenden (Interim) Assistant Director Services for Adults	**Mary Hennigan** Assistant Director Services for Older People	**Graham Cutts** Assistant Director Housing Improvement	**Catherine Galvin** Assistant Director Business Improvement
PA: TBC	PA: Emma Pourkhosravi	PA: Darren Henderson	PA: Tracy O'Mahony
• Mental health • Learning disabilities • Physical disabilities • Substance misuse • HIV/AIDS • Carers • Community care	• Assessment and care management • Home care • Residential care • Day care and supported housing • Emergency out of hours • Community alarm • Community care finance • Social care contracts	• Housing strategy development • Housing supply • Housing needs • Housing finance • Housing performance management • Client management of Homes for Haringey	• Supporting People • e-Care • Strategic finance • Strategic performance • Policy • Information management • Asset management • Project management


Catherine Galvin
Assistant Director
Business Improvement
PA:
Tracy O'Mahony
Helen Constantine
Internal Improvement Manager
Sarah Barter
Special Projects/E-Care Manager
Helena Pugh
Interim Policy and Strategy Manager
Monique Hanjaree
Finance Manager (functional link – Directly accountable to Corporate Finance Directorate)
Mathew Pelling
Programme Manager Supporting People
Carol O'Brien
Interim Policy and Performance Manager, Community Care
Special Project Support to the Director and Department
Management of major projects including IT Information Management
Policy Advice Development of Departmental and corporate strategy and policy with regard to well being, health and social care
Corporate Finance responsibility and link for Social Services
Reports to the Head of Corporate Finance
Supporting vulnerable people to live independently
Departmental Performance management


Mathew Pelling
Supporting People Programme Manager
(Lead Officer)
Sima Khiroya
SP Finance Manager
Debbie Nichols
SP Senior Project Officer
Homelessness – Including development of prevention and
Nick Crago
SP Commissioning and Review Manager


option service as it relates to vulnerable households and re-configuration of single homeless SP services
Domestic Violence
Development of Floating Support Services – Including better joint working with Landlords
Policy and Commissioning oversight of social exclusion/inclusion
Jacob Fapohunda
SP Finance Officer
Genevieve Repino
SP Communication and Service User Involvement Officer
Steve Hill
SP Project Officer
Hana Paul
SP Project Officer
Pamela Francis
SP Contracts Officer
Tara Warren
SP Administrator

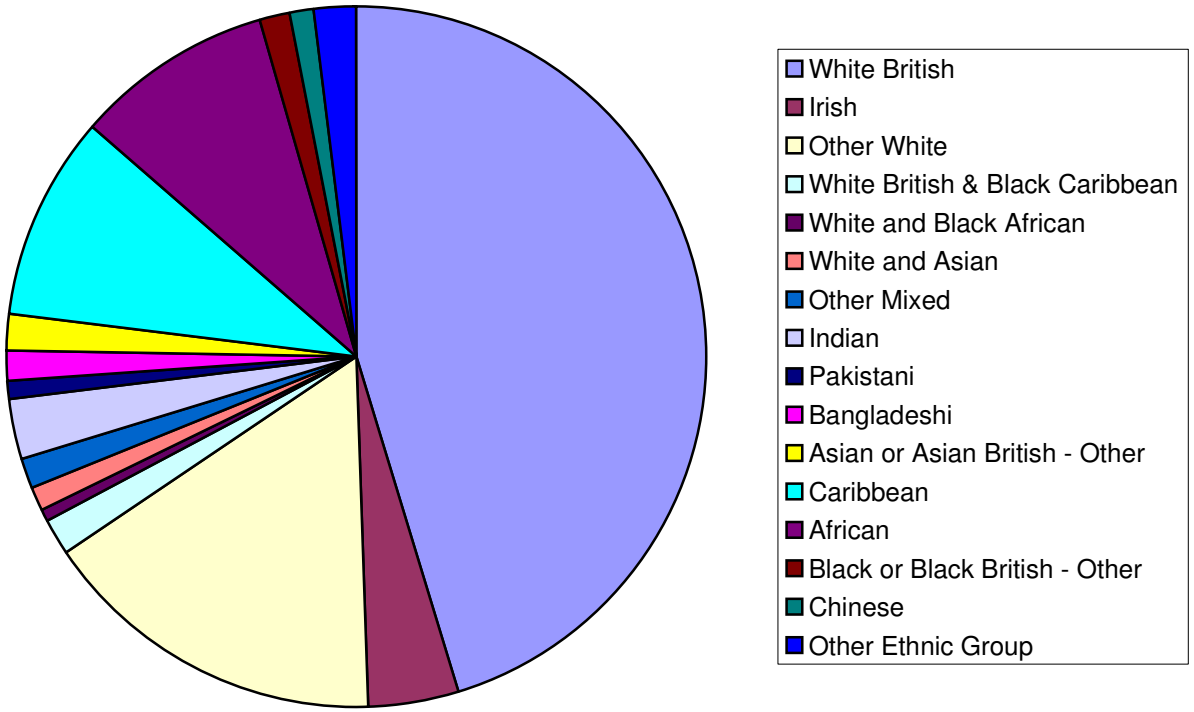
• Budget monitoring and administration • Payment administration • Administration of SP subsidy applications and assessments	• Development of service user involvement • Production of all key publications and information available to the public, stakeholders and users of services, including service directories, leaflets and newsletters • Community engagement in the programme and Consultation	• Development of performance framework including new outcome measures • Equalities monitoring and development • Commissioning and policy oversight of offender and substance misuse • Voluntary and community sector involvement • Employment and training initiatives	• Mental Health commissioning • Commissioning and Policy oversight of other social care groups, including older people	• Contract administration • Quality assurance assessments • Performance Monitoring • Information Systems • Government and other returns • General office management

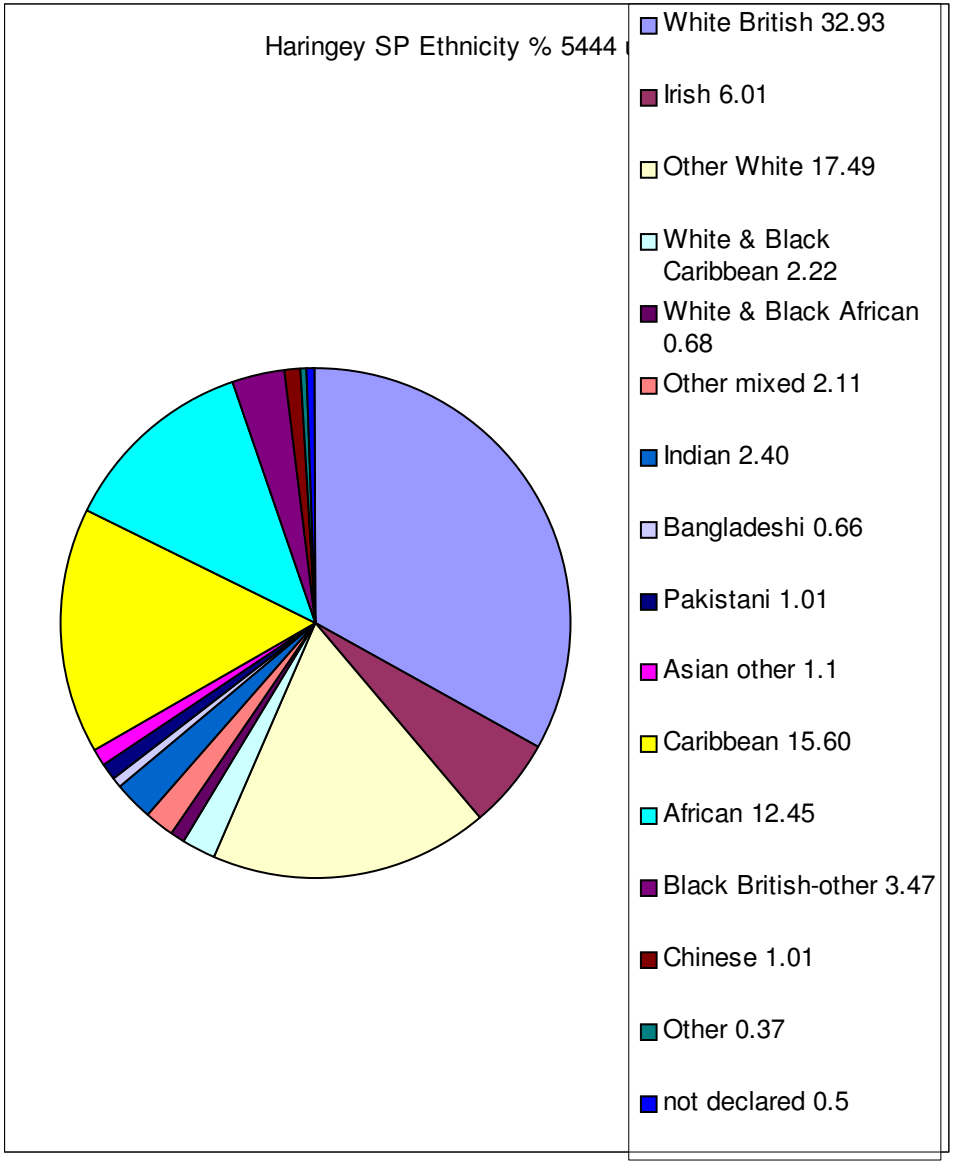
Appendix C - Ethnicity Data on existing Users of Supporting People Services

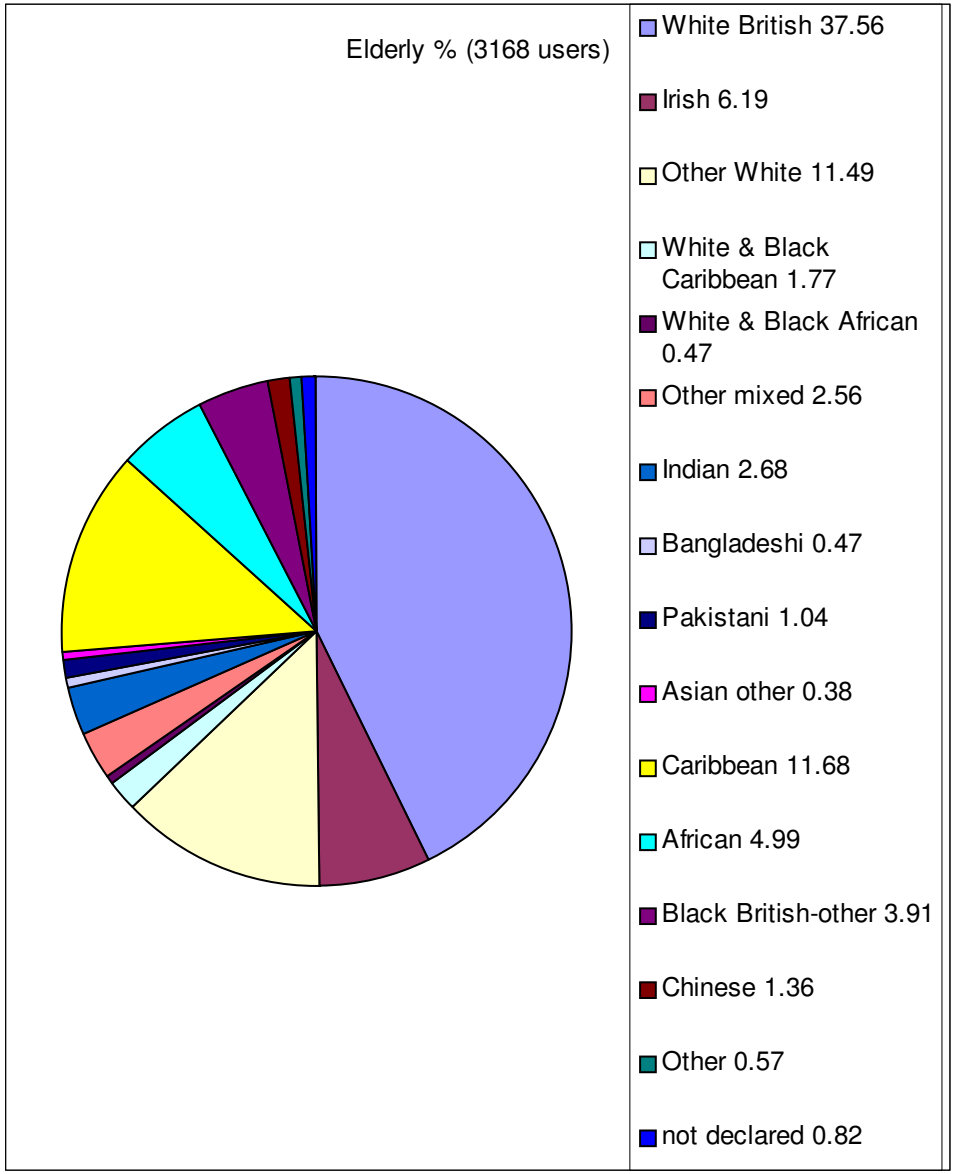
The following tables arise from Equalities Data collected throughout 2005/06, which included ethnicity, secondary disability, gender and language. Similar data was also collected on support staff. The accuracy of provider returns still needs further work and updated versions of the Annual Plan and future Plans will include this data. The following charts provide an overall picture of ethnicity and for selected client groups.

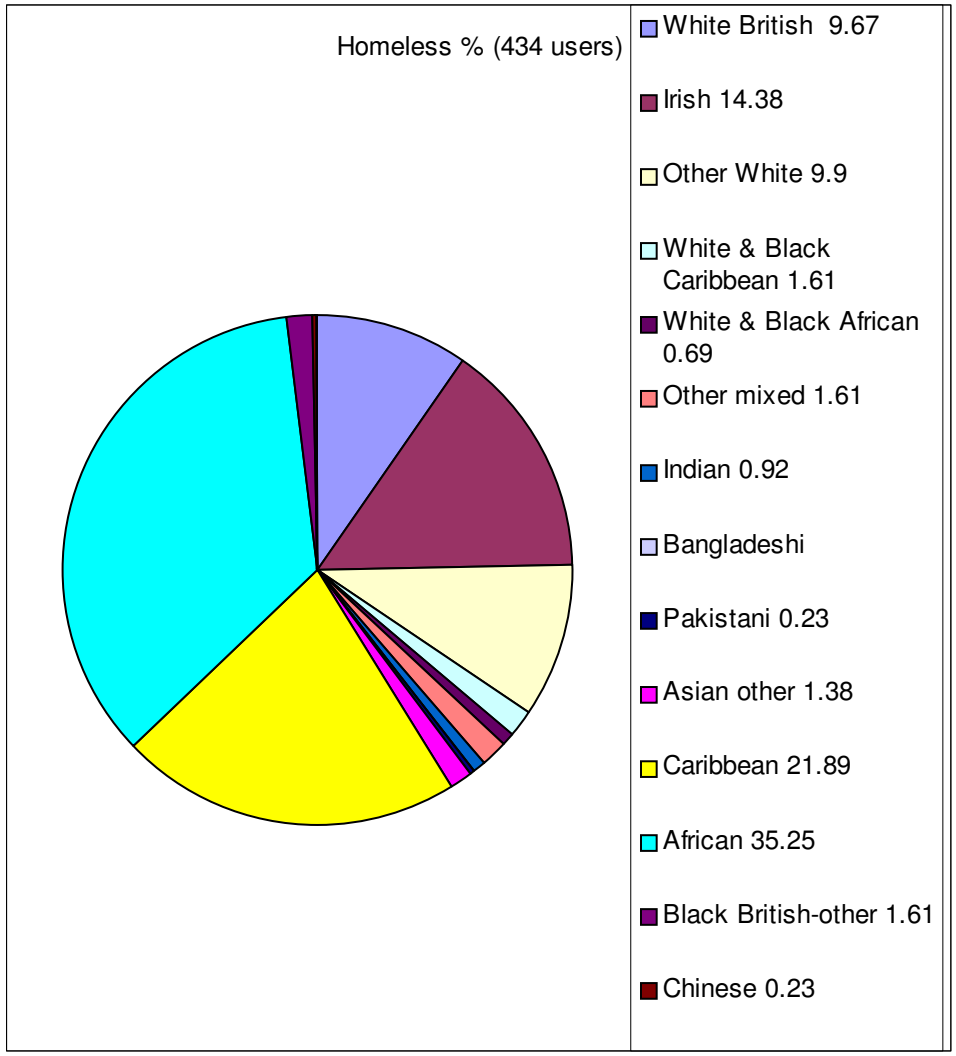
Ethnic Origin of Haringey Residents - 2001 Census Data	
Ethnic Group	**% of Overall Population**
White British	45.28%
Irish	4.30%
Other White	16.05%
White British & Black Caribbean	1.48%
White and Black African	0.72%
White and Asian	1.08%
Other Mixed	1.28%
Indian	2.85%
Pakistani	0.95%
Bangladeshi	1.37%
Asian or Asian British - Other	1.55%
Caribbean	9.50%
African	9.18%
Black or Black British - Other	1.35%
Chinese	1.13%
Other Ethnic Group	1.95%

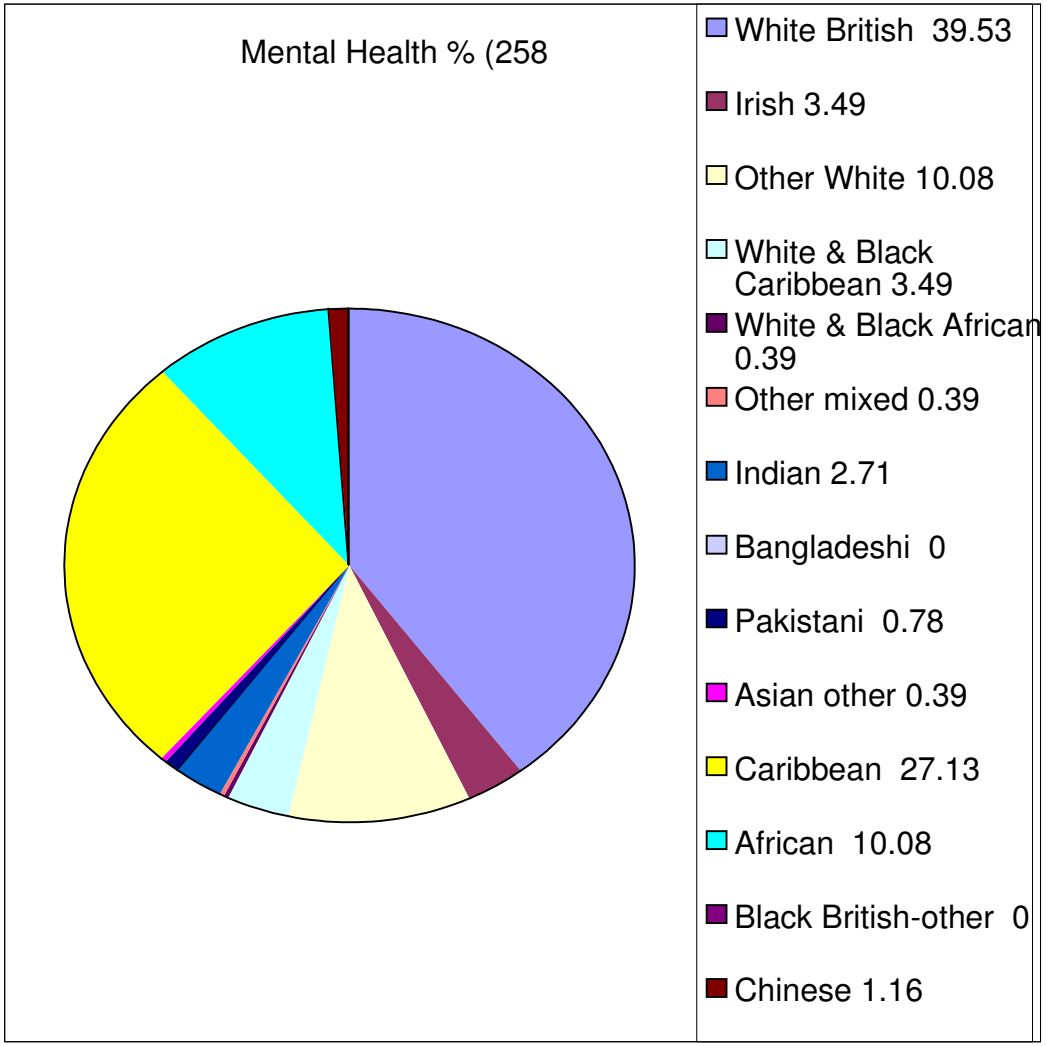
Ethnic Origin of Haringey Residents - 2001 Census Data




Haringey SP Ethnicity % 5444
White British 32.93
Irish 6.01
Other White 17.49
White & Black Caribbean 2.22
White & Black African 0.68
Other mixed 2.11
Indian 2.40
Bangladeshi 0.66
Pakistani 1.01
Asian other 1.1
Caribbean 15.60
African 12.45
Black British-other 3.47
Chinese 1.01
Other 0.37
not declared 0.5


Elderly % (3168 users)
White British 37.56
Irish 6.19
Other White 11.49
White & Black Caribbean 1.77
White & Black African 0.47
Other mixed 2.56
Indian 2.68
Bangladeshi 0.47
Pakistani 1.04
Asian other 0.38
Caribbean 11.68
African 4.99
Black British-other 3.91
Chinese 1.36
Other 0.57
not declared 0.82





Note: Further Equalities Data covering secondary disability, gender, languages spoken and religion is in the process of being analysed and will be added later in the year. An analysis of over and under representations of key communities and groups will also be included, with proposed actions for addressing these. A report is scheduled to go to the July 06 meeting of the SP Executive Management Board.

Appendix 5 Overview of Supporting People Service Reviews

Background

- The Government required the Council to carry out a review and quality assessment of all housing related support services funded through Supporting People.

- This included looking at whether the services met local needs, are responsive to the views of people using services, are using public money well and are able to meet the priorities set out in local plans agreed by the Council, NHS, Probation and other agencies.

- The Council also looks at how good services are in following areas:

  Support Planning
  Health and Safety
  Managing Risk
  Protecting people from abuse
  Fair access and equal opportunities
  Complaints

- The Council's Supporting People Team visited supported housing services to look at how well they are performing in these areas and to interview staff to find out whether they fully understand what they should be doing.

- The Team asked people using supported housing services for their views on how good their service is and what they think should be changed or improved. The views of people using these services are very important to the Council and they will drive what happens to these services in the future.

- The Team also asked professionals and organisations that work with supported housing services what they thought of them.

- The Supporting People Executive Management Board (Commissioning Body) agreed on the recommendations arising from the outcome of the reviews. The recommendations ranged from service decommissioning and reconfiguration to a service continuing with a new contract. Multi Agency Review Panels were set up for each client group that included relevant managers from statutory agencies, non provider voluntary organisations and service user groups.

- All 153 service reviews were completed by the 31 March 2006, in with Government requirements.

- The following sectors have been completed:
  - Mental Health Services
  - Learning Disability Services
  - Drug and Alcohol Services
  - Offender Services

- Single Homeless Services
- Domestic Violence Services
- **Older people services (including sheltered housing and community alarm**
- **Physical Disability, Sensory Impairment and HIV services**
- **Services specifically targeted at BME and Refugee Communities**
- **Young person and teenage parent services**
- The three large floating support services

- Two page summaries of the service reviews are being published on Haringey Council's website at:

http://harinet.haringey.gov.uk/index/social_care_and_health/adultsandolderpeople/supporting_people1/supportingpeopleexplained.htm

- The summaries have been sent to service users, with comment forms to enable service users to feedback their views on the findings of the reviews to the Supporting People Partnership Board. Their views will be used to inform post review service development/improvements and future commissioning.

Mental Health

- The quality assessments of the mental health sector have been mixed with one RSL provider being assessed as offering leading practice but with most being subject to action plans, close monitoring and a reassessment of quality after 3 months.

- Re-assessments have already occurred on all services and most have succeeded in achieving the minimum quality threshold with good prospects for further improvement. 2 services are still operating below minimum standards and are currently being re-assessed for the final time. If they fail again to meet minimum required standards their contract will be terminated and the support service will be moved to an alternative provider.

- It's worth noting that one of the small local providers who had not achieved all the required standards was linked to the small provider network facilitated by the Council's Voluntary Sector Team. There were no major concerns with the delivery of support but some of the procedures and practices needed reviewing and brining into line with Government Supporting People requirements. The service supports a well established group of tenants who had lived in the scheme together for sometime and who clearly identified the project as their home.

- A mentor was identified that offers similar services to work with the provider on improving their policies and practices and training and advice was offered through the small provider network. This resulted in the provider successfully achieving the required standards in all areas and the SP Executive Management Board agreed to continue with the service until the re-commissioning of the sector is completed in 2007/08.

- Two services have been decommissioned due to serious concerns regarding quality and an additional service is in the process of being decommissioned.

- Overall there were 13 SP funded housing related support services for people with mental health problems that were reviewed. These currently support 351 service users. The amount of SP funding per hour of support delivered ranges from £4 per hour to £34 per hour, with an average cost of £19. The amount of support offered to an individual service user ranges from 2 hours per week to 33 hours per week, with an average of 13 hours.

- There is no doubt that this sector provides some of the most expensive services in the programme and that these services offer some of the highest levels of support. It should be noted that £493,000 per annum has already been saved in this sector, through contract review efficiencies and this represents 19% of the total cash saving achieved. However, a further £163,000 per annum efficiency on overheads has been identified and this will be pursed before planned re-commissioning commences. It should be noted that some of this may be used to re-invest in improving the quality of support staff.

- Haringey NHS TPCT, the Council and the NHS Mental Health Trust jointly commissioned research looking at the housing and support needs of mental health service users, which reported in April this year. This was commissioned in preparation for the re-commissioning of this sector and procurement of new mental health supported housing services.

- The research broadly concluded that most service users with severe mental health problems in the Borough needed fairly high levels of support and that service users seem to cope less well in low level supported housing. It was also concluded from the research that there is a need to improve the skills of support staff, to enable service users to address intimacy and relationship issues; lack of access to children; access to jobs and meaningful day time activity and support with substance misuse problems.

- New service and staffing specifications based on the findings of the research and earlier research carried out by the Matrix service user research are currently being developed. Focus groups involving service users and front line workers are being conducted to discuss these specifications and the models for the new services.

- The procurement of the new services based on these specifications will commence later in the year and is scheduled to be completed by March 2008, with the new services fully up and running. However, early work has already started on the decommissioning of the low level mental health services, including individual assessments of need of the existing service users of these services. Provider forums have already been consulted on the emerging changes but a forum involving all stakeholders and service users is planned for late October 06, to consult on the final draft service specifications and emerging service models.

Learning Disability

- Most of the Learning Disability Services achieved the required standards of quality and are making steady progress on achieving the next level.

- One provider was assessed as being substantially below standards and was re-assessed following a tightly monitored action plan. The services offered by this provider were identified by the Learning Disability Partnership as being strategically important and there were indications that the services had achieved positive outcomes on preventing

community breakdowns and hospital admissions for a number of service users who had previous histories or repeated breakdowns.

- A joint approach on improving quality for this service was agreed via the joint LD Service Review Panel and with LB Islington, who had reviewed similar services offered by the same provider in Islington. This included identifying a mentor, an appropriate consultant to work with the provider (paid for by the provider), addressing weaknesses in the staffing and salary structure and the appointment of an appropriately qualified senior manager to run the service.

- The service was reviewed again earlier this year and was assessed as operating at the required standards with good prospects for further improvements. In April the SP Executive Management Board agreed to continue with the service until the completion of the re-commissioning of the sector in early 2008.

- The sector includes a service that has the highest weekly unit cost in the programme. This service supports a limited number of service users with complex and challenging needs and who have a history of community care breakdowns and hospital admissions.

- The service has been assessed against the Borough's eligibility criteria for SP funding, using a time-sheeting exercise. Up to 20% of the support being offered may not be related to ineligible social care that might require funding from the Learning Disability Partnership. Discussions are underway with the LD Partnership and the provider regarding capacity and future funding.

- In accordance with the Supporting People Five Year Strategy the joint re-commissioning and procurement of this sector with the Learning Disability Partnership is due to commence in 2007/08. New contracts will be put in place for all existing services that meet the required minimum standards, which will run until March 2008 with the option to extend. New performance arrangements linked to outcomes, revised pricing structure and targets will be included in the contract.

Offenders, Drug and Alcohol

- The key service for offenders has been assessed as being substantially below standard and a number of risks have been identified with a number of the projects managed by the service. The service is being immediately put out to tender and joint visits involving London Probation and Community Safety are being set up to assess the continued appropriateness of some of the sites and schemes. This includes one service for people recovering from drug misuse.

- One project is already in the process of being transferred to an alternative provider. The SP Team, London Probation, Community Safety, the Drug and Alcohol Coordinator and the new provider are working on turning the scheme into an intensive supported housing project for Prolific and other Priority Offender (PPO).

- Similar work is underway across these agencies to reconfigure an existing supported housing project for offenders into a small specialist floating support service that will with referrals from the Multi Agency Public Protection Panel (MAPPA).

- The single alcohol-related service has met all of the required standards and is making progress to reach the next level of the Quality Assessment Framework. It is considered strategically relevant to the Borough by the DAAT and the SP Executive Management Board has agreed that the existing service will continue until the end of 2008/09, when it will be considered for tendering.

- Early work is underway between the Head of the Safer Communities Unit and the Supporting People Team to improve the links between the Housing Service, Supporting People services and Holloway Prison. The intended outcome is to ensure that the housing and support needs of offenders leaving prison are addressed before prison discharge and that a joint resettlement package is organised. It is likely that the low level floating support services will be utilised to offer pre-discharge and resettlement support.

- The Substance Misuse and Offender Review Panel (SMORP) that includes the DAAT Coordinator, the Regional Housing Development Manager for London Probation, a Local Probation Manager, the NHS TPCT's Commissioner for Substance Misuse, Social Service Manager responsible for substance misuse and the SP Commissioning and Review Manager are overseeing these developments.

Domestic Violence

- Three of the services for survivors of domestic violence have met the required standards for quality and performance. 2 small voluntary sector services are being linked up with the borough's small provider network and will be supported by the Council's voluntary sector team in meeting the required standards. One service is being decommissioned as it provides for the tenants of one RSL and duplicates services already offered by the large floating support services. The review also found that it doesn't provide specific domestic violence support, offering more general support.

Single Homeless Services

- All of the low-level supported accommodation based provision for the single homeless is being decommissioned, other than the direct access YMCA hostel, a service for rough sleepers with complex needs and a direct access cross-authority service used mainly by refugees. This is based on the assumption of delivering preventative support via the floating support services through the Council's Housing Prevention and Options service. This is in line with the Borough's five-year strategy. However, the following caveats apply:

    - A needs survey is being commissioned of existing service users to assess how many will continue to need support.
    - Consultation with other North London Boroughs is underway to consider the cross authority implications.
    - Alternative housing options for the non statutory homeless being developed by Housing Strategy and Needs.
    - Exist strategies informed by the above will be devised.
    - Discussions with landlords on the future use of the accommodation.

- This process is expected to take 6 months to achieve and work against these tasks is well progressed. Existing interim contracts are due to expire in March 2007.

- A key issue to note is that an analysis of the use of Haringey's single homeless services found that over half the accommodation based support services are supporting single homeless service users that originate from other London Boroughs. There is evidence that these services are being used as second stage move on for other supported housing projects.

- Haringey submitted a report based on these findings to the North London SP Group, which includes Camden, Islington, Westminster, Enfield and Barnet. This group reports to the North London Housing Directors Group. Agreement has already been reached in principle between Islington and Haringey on the use of some of their existing provision to provide second stage move on from the central London single homeless hostels and a project group has been set up involving the tow Boroughs and Camden and Westminster.

- Negotiations are currently underway following the review of St Mungos supported hostel for chaotic single homeless service users and rough sleepers, to expand it's specialist mental health and substance misuse support to other single homeless services and Domestic Violence services in the Borough. The expanded service would also employ a part time supported housing coordinator who will work with former sex workers. The service development will be funded out of efficiencies identified through the service review. This has arisen from joint discussions with other single homeless and DV service providers, with the Safer Communities Unit and with SHOCC (funded by the NHS to address the health and other needs of sex workers).

Direct Access Floating Support

- Two of the large floating support services are either delivering leading practise across the Board or are substantially above the required standards in most areas. One of these services (HARTS) has recently won a national award with the Council for effective partnership working. One service (for the over 60s) assessed last year has been subject to an action plan monitored every three months. However, a re-review carried out towards the end of 2005 has found significant improvement, with the service meeting the required standards and on course to reach the next level of the Quality Assessment Framework.

- The Supporting People Five Year Strategy places considerable emphasis on addressing most low level support needs through the provision of direct access floating support and on using these services to prevent homelessness, social exclusion etc. As a consequence these have been assessed as highly relevant services in terms of strategic priorities. Considerable work is underway to more fully integrate them with Homelessness and Housing services and with the Anti Social Behaviour Team, in order tom address the risks of potential eviction at a very early stage.

- A key thing to note is that the North London Sub Region are currently gathering a considerable amount of bench marking and service data on all floating support services in the sub regions and this will be completed by November. The purpose behind this is to enable joint commissioning of these services from 2008 onwards and this is being strongly pushed by the North London Housing Directors Group. An exercise currently being led by Haringey to bring together the floating support contracts (worth over £3.5

million per annum) of one major North London Borough may potentially achieve a £250,000 per annum saving across the sub region.

Multi Agency and Partners Overview of the Supporting people Review Process

- For all client group sectors multi-agency review panels were set up that included relevant managers from Housing, Social Services, Haringey NHS TPCT and where appropriate the Children's Service, Safer Communities Unit, DAAT and Probation. These oversaw the work of the SP Team in carrying out the reviews and developed options and recommendations for consideration by the SP Executive Management Board (commissioning body).

Future Assessments of Service Quality

- The Pre-Business Plan for 2006/07 aims to get all services up to a level B (good practise) in at least two areas of the Quality Assessment Framework (Health and Safety and Protection from Abuse) by the end of the year. A programme of quality assessments for all services has been agreed by the Supporting People Executive Management Board (Commissioning Body).

- Of the 153 services reviewed between 2003 and 2006, 50 were assessed as offering below minimum standards in quality of practise and procedure in at least one of the 6 core standards. Through the close monitoring of the Council and it's support 21 of these services are now operating at the required standards across all 6 core areas.

- Of the remaining 29 services 11 have either been decommissioned or are being decommissioned. 25 of these services were only reviewed this year (between January and March 06) and 11 of these are small BME providers, managed by voluntary management committees and where the SP Team is working with the Council's Voluntary Sector Service to develop their capacity to deliver SP funded support.