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## Foreword

Welcome to our Five Year Supporting People Strategy.

The Supporting People programme has introduced a new way of providing housing related support. The programme provides funding for services that help people who need our support to live independently, feel safe and improve their chances in life.

Following our successful launch of the Supporting People programme in April 2003 much work has been done to understand more fully our services; their quality, affordability and the positive impact they can have on the lives of some of the borough's most vulnerable residents.

With our partners, we have considered the following when developing our 5 year Supporting People Strategy:

- What services we currently have in Hammersmith and Fulham and how people use and access them
- Whether our current services meet people's needs and if not what changes to current services might be needed to more effectively meet need
- How we can improve the flexibility, responsiveness and accessibility of current services
- What are the key local, regional and national priorities relevant to Supporting People and how services effectively contribute to meeting these priorities?

The 5 year strategy outlines our longer term vision for the programme and how it can continue to contribute to wider priorities for services to vulnerable and excluded groups in Hammersmith and Fulham. The Annual Plan shows how we, along with our partners, will begin taking this work forward and develop our services to achieve our strategic goals for the next five years.

Cllr. Steven Cowan  
Deputy for Housing

Cllr Reg McLaughlin  
Deputy for Social Inclusion

# Executive Summary

## 1. Introduction

Launched on 01 April 2003 the Supporting People programme aims to help vulnerable people with housing related support needs to achieve a better quality of life, by enabling them to live more independently and improve their life chances. The programme brought together several existing funding streams into a 'single pot' under the direction of the Commissioning Body Partnership ("The Partnership") comprising local Housing and Social Services, Health and Probation and administered and underwritten by the Local Authority. The programme has enabled a more strategic focus to be taken on housing related support services in the borough.

The Borough successfully delivered the implementation phase of the programme and has gone on to manage the programme effectively since then. Service reviews have enabled the borough to deliver efficiency savings required by the ODPM whilst ensuring the stability of the programme. Additionally programme management has sought to secure improvements in service quality and where there were gaps in provision, establish new services that respond to emerging need.

Nationally the Supporting People programme was initially forecast to cost some £1.4billion, however, platinum cut grant claims were confirmed at £1.8billion in 2003. The ODPM commissioned an independent report from consultants to examine the cost of the programme and make recommendations for future funding. The 2004 Spending Review announcements committed £1.7billion to the programme for the following three years; however, the ODPM confirmed that from 2006/07 a formulaic distribution would apply to the programme.

Whilst the funding available for London as a whole would not change under the proposed Supporting People Distribution Formula (SPDF), indications are that there could be a significant redistribution of funding across boroughs. It will be critical therefore to work alongside neighbouring boroughs to maintain important services both in Hammersmith & Fulham and across the sub-region that can demonstrate value for money through producing outcomes that satisfy Commissioning Body priorities outlined in the Supporting People five year strategy.

Recent developments indicate that the SPDF is nearing completion and that full proposals will be available for consultation in Spring 2005. Once the funding position for 2006 onwards becomes a little clearer a full briefing will be prepared for members. In the meantime, the Strategy, required for submission to ODPM in March 2005, has been developed with partners and the West London sub-region with the funding announcements in mind.

## 2. Our Vision for Supporting People

At Hammersmith & Fulham there are a broad and diverse range of services to be found and Supporting People services are seen as part of a “continuum” support, advice, and care services. It is recognised however that the historical provision as at April 2003 needs to change and adapt. The future holds real challenges not least in relation to likely further reductions in Supporting People funding. The borough is therefore looking to deliver a step change over the next 3-5 years and the strategic priorities identified on page 11 outlined the key changes required.

In delivering Supporting People the Commissioning Body Partnership recognises its responsibilities to deliver a programme that is not only value for money but also provides effectively for the needs of a wide range of clients recognising the diversity of users and potential users. It also recognises the crucial role the Borough can play in helping to meet both sub regional and regional support needs through its range of established services.

At Hammersmith and Fulham we have developed the following vision of Supporting People Services, that remains largely unchanged since its publication in the Shadow Strategy in 2003:

***‘We recognise that Housing Support Services play a key role in both developing an individual’s capacity to live independently in the community and in sustaining their capacity to do so. Our housing related support services delivered through our partners provide a vital contribution to improving the quality of life of vulnerable people, and represent the most cost-effective means of providing this support.’***

The Commissioning Body has set the following objectives in the delivery of all aspects of the programme:

**Effective Services** – services that are clear about their objectives and the outcomes they are seeking for their users and prospective users. Seeking to commission flexible and adaptable services that make a genuine difference to people’s lives.

**Efficient Services** – services that can demonstrate their achievements, their ability to respond to changing needs and demands, and that are value for money both to the user and to the Partnership.

**Joined Up Services**- delivering seamless services to the user and services that help meet our wider Strategic goals set out in the Boroughs Community Strategy;

**Comprehensive and Accessible Services** – services available to meet all support needs services that ensure equality of access and informed choices for all. Services that are person centred and tailored for the individual.

**Delivery in partnership** – a firm commitment to work in partnership with users and potential users, providers and other stakeholders to make step changes in terms of improvements in delivery and outcomes.

The Supporting People Team is located within the Community Services Department. The Department will oversee significant change in the next year or so leading to more integrated services for users where access will be via a common assessment process, allowing matching to a range of more flexible and more effective services.

Hammersmith & Fulham are active partners in the West London Group of boroughs and contribute to regional developments. Further development of the partnership approach across the sub-region in particular, is a key priority for the borough in order to ensure cost effective services and minimum duplication. Indeed, Hammersmith & Fulham working on behalf of the West London sub-region was successful in 2004 in bidding for funds from the ODPM Value Improvement Project to develop joint commissioning across the sub region for some SP services. This will form a key strand of the work to improve Value for Money.

### 3. Strategic framework for the Programme

The Commissioning Body Partnership is responsible for the strategic direction of the programme and for the efficient and effective use of Supporting People funding. The Boroughs Community Strategy provides the overarching strategic direction for the delivery of the Programme identifying priorities to promote and deliver sustainable communities and community and individual well-being.

The Community Strategy's key objectives are summarised below with reference to how the Supporting People programme must respond to help meet these objectives and a brief description of related strategies that have informed the development of the Community Strategy and therefore development of the Supporting People programme:

<b>Safer Stronger Communities</b> – Improving 'liveability' by securing safer communities, improving local neighbourhoods, promoting employment and meeting the diverse needs of the borough.
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<b>SP Response</b>
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Supporting People services provide support to victims of crime through services such as domestic violence refuges and Care and Repair services, support services that reduce re-offending by providing timely support, support services linked to local training and employment services, specialist services providing support to those with drug or alcohol problems, services that promote inclusion in the life of the borough and community for vulnerable people, services that prevent crisis and neighbour nuisance, services tailored to meet the needs and demands of a diverse borough. Services available that help prevent homelessness and where appropriate provide ongoing support.
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<b>Related Strategies:</b> Housing Strategy 2004-09, Crime and Disorder Strategy 2005-08, Hammersmith and Fulham's Community Safety Crime and Drugs Strategy 2005-08, Domestic Violence Strategy 2005, Private Sector Housing Strategy 2005-08, BME Housing Strategy 2005-08 (in development).
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<b>Children and Young People:</b> Transforming children's life chances particularly by tackling child poverty and disadvantage.
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<b>SP Response</b>
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Providing specialist services for young people including teenage parents, offenders and homeless. Support services making a real contribution to tackling household and particularly child poverty and poor health through addressing issues of income maximisation and helping vulnerable people access the healthcare, education, training, advice and employment services they may need to help them move out of the cycle of poverty and poor life prospects and dependency.
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<b>Related Strategies:</b> Homelessness Strategy 2003-08, Teenage Pregnancy Strategy, Youth Offending Strategies, negotiation of LPSAs for 2005-08
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**Healthy Communities:** Promoting social inclusion by improving services provided to older people and vulnerable adults and by tackling health inequalities.

**SP Response**

Services must help users develop the basic life skills they need to build a sustainable lifestyle and secure home. Providing both floating and accommodation based support services to vulnerable people including frail elderly, those with learning disabilities, and mental health problems.

**Related strategies:** Older Peoples Housing Strategy 2004-09, Learning Disability Housing Strategy 2004-09, PCT

Regionally the borough is committed to working with local partners to ensure that services provided are co-ordinated and efficient, particularly those related to client groups with cross authority relevance and those who are marginalised, e.g. survivors of domestic violence; ex-offenders; single homeless and travellers. In this respect we fully support the aims and objectives of the London Supporting People Strategy and have worked with our sub regional partners to deliver a five-year strategy that will provide a focus for more effective and efficient sub-regional joint working.

#### **4. Current Supply and Demand**

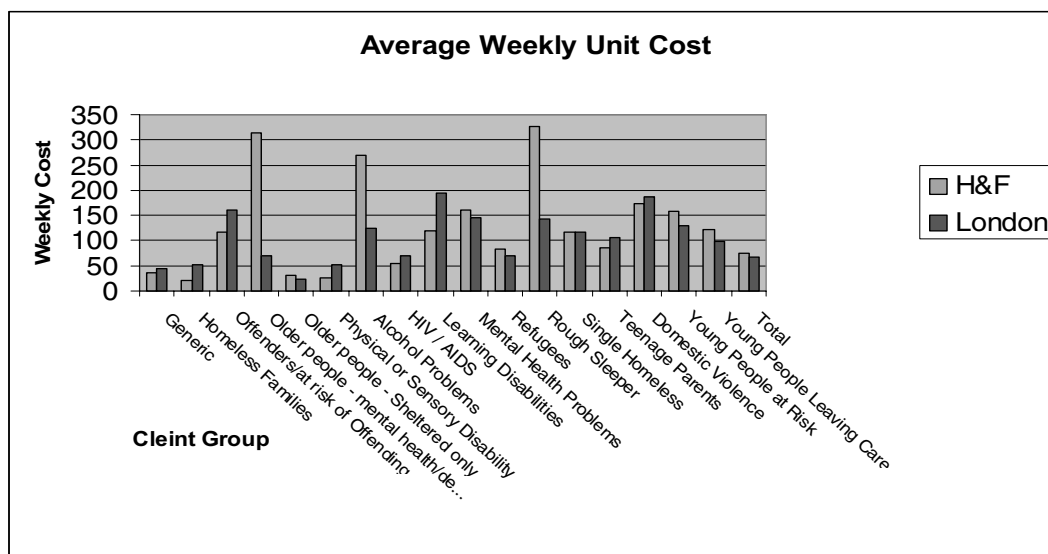
Hammersmith & Fulham Council and its partners have long been committed to developing services to meet the needs of the vulnerable. There are a good spread of services that can and do help meet strategic objectives and the advent of the Supporting People programme presented an ideal opportunity to review provision and ensure that any gaps were identified.

In the run up to April 2003 the borough commissioned a number of effective floating support services including; a support service for the Councils general needs tenants that was highly commended in a recent Audit Commission inspection, a floating support service for refugees, a generic floating support service for homeless households, and an expansion of support services for survivors of domestic violence. Through the delivery of pipeline schemes the borough has continued to improve services and close gaps successfully delivering a scheme for young people at risk, a drug and alcohol scheme, a scheme for ex-offenders and additional provision of supported housing for those with learning disabilities. Further pipeline schemes are in development including an extra care sheltered scheme and two new schemes for single homeless/rough sleepers – funded through the ODPM hostel capital programme.

The borough works with 51 different providers who provide a total of 245 services; it is a diverse sector with a spread of small, medium and large sized providers. Larger providers generally work in more than one borough which presents significant opportunities for joint work across neighbouring and regional partner boroughs resulting thus far in the development of a Sub Regional accreditation framework.

As an inner London borough, the services Hammersmith & Fulham provide reflect community needs including a significant proportion of provision for the traditionally 'unpopular groups' like rough sleepers; single homeless and those with particular drug and alcohol problems. The borough is committed to ensuring that people in these groups, often with very complex needs, are given opportunities to improve life chances as far as possible. Whilst the borough is not the most expensive of providers and compares well with other inner London boroughs across most client groups, there is a recognition that these particular services are expensive and they are reflected in our comparative cost analysis. The borough is committed to reviewing high cost services and reducing costs where appropriate.

**FIGURE 1. AVERAGE WEEKLY UNIT COST BY PRIMARY CLIENT GROUP<sup>1</sup>**



In Hammersmith and Fulham there are a small number of specialist BME providers delivering 6% of services. However, BME users are prevalent throughout the programme; whilst the 2001 Census estimated that 22% of the overall population are from BME groups some 58% of all new users of Supporting People services since April 2003 are from a BME group. This is extremely significant and shows that further work is necessary to ensure that those from BME groups are receiving services that are appropriate to their needs and are being connected to other linked services in the borough to maximise their life chances.

Over time a high number of accommodation based services have been established in Hammersmith & Fulham; some 67% of all services are accommodation based. The borough will continue to work to break the ties with accommodation where appropriate to make support more flexible and available to a wider range of users.

Analysis shows that when crudely divided into low, medium and high support schemes 88% of provision is identified as being low support with only 6.5% of provision being classified as high support. Given that evidence from needs mapping is showing that there are unmet or insufficiently met higher and more complex needs, reconfiguration of services will be necessary to better meet these needs in the future.

<sup>1</sup> Older people with Support needs not shown in chart

## 5. What are the emerging needs?

In assessing need in the borough various information sources have been analysed including the population profile (2001 census data), the Housing Needs Survey (2003/04); Supporting People client record data (April 2003 to September 2004); best value reviews and strategy developments (including review of the Community Strategy in 2004, BVR of Physical Disability services in 2004, review of Housing Strategy in 2004), the Supporting People service review programme and to data collected through workshops and events with users, providers and other stakeholders.

Hammersmith & Fulham is a borough of contrasts presenting significant challenges. The borough is economically polarised ranking 42<sup>nd</sup> most deprived area in the index of Multiple Deprivation 2004, whilst 4<sup>th</sup> highest for land prices in England. The borough is characterised by extremes of wealth and deprivation and has high levels of housing need giving rise to a significant homelessness problem.

Being on the outer edge of Inner London the borough is a destination for many looking for work or a place to live near to family or community ties. There is a growing population with high mobility and pockets of persistent deprivation. It is the fourth most densely populated borough in England and Wales with a population of 174,240 residents. The proportion of BME residents has grown in recent years and there is a growing BME older population.

The health inequalities are apparent: males and females in the more deprived areas of Hammersmith & Fulham live on average six and five years fewer than those living in the more affluent areas of the borough, and have a mortality rate from heart disease 1.5 times higher than the England and Wales average. The borough suffers from high rates of teenage pregnancy, 15.3% of all households are estimated to have one or more members with a special need and over 13,500 households are identified as living in unsuitable housing.

An analysis of client record data collected since the start of the Supporting People programme shows turnover in services to be running at 33% to September 2004. The data relating to primary needs showed that of those entering services during this period a significant proportion – 57% had complex needs requiring targeted support and that some 58% of all new users were from a BME group. Further, the analysis showed that the services users entered were not always categorised to match their presenting primary need and that many users with complex needs tended to enter single homeless services:

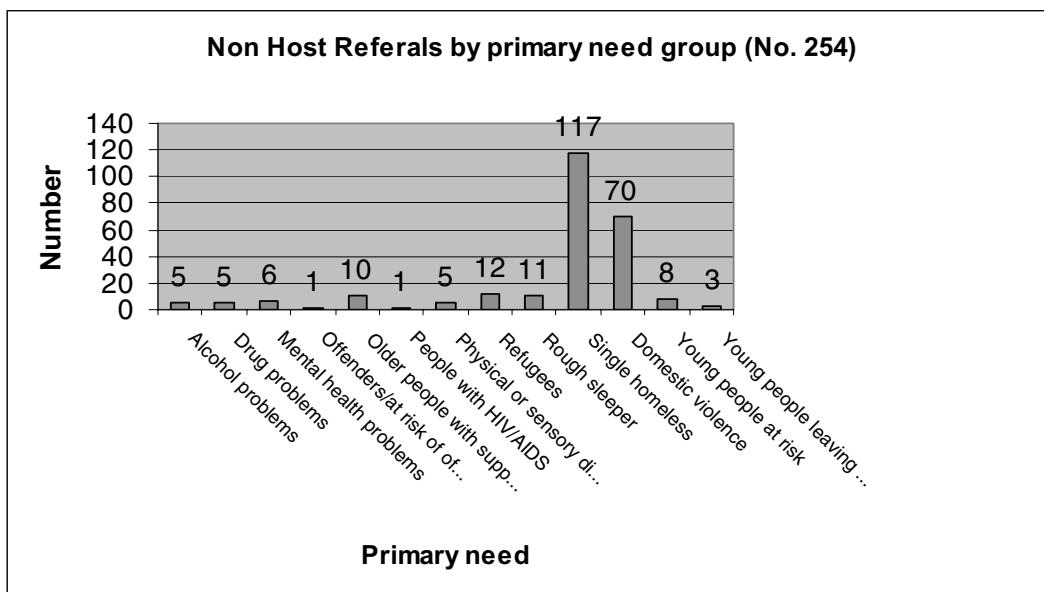
- For mental health primary needs only 93 (55%) accessed services with a primary client group of mental health and some 46 (27%) went into services with a primary client group of single homeless

- For people with drug problems 8 (21%) accessed generic services 8 (21%) accessed alcohol projects and 19 (50%) accessed single homeless services.
- For people with rough sleeping as a primary need 27 (32%) went in to alcohol projects, 54 (63%) went into single homeless projects and just 4 (5%) accessed rough sleeper specific projects
- For people with alcohol use as a primary need the majority 25 (52%) accessed single homeless services and only 10 (21%) accessed alcohol specific services.

This has highlighted the importance of ensuring that such services are adequately equipped to deal complex and multiple needs.

Client record data also shows that some 17.5% of new starts for Supporting People services are from non-host clients ie those being referred from other boroughs. An analysis of host and non-host referrals provided in Figure 2 highlights a potential problem with high numbers of non-host referrals into single homeless projects in particular and the need to more effectively coordinate access and referrals into the borough’s supported housing provision.

**FIGURE 2. BREAKDOWN OF NON-HOST REFERRALS BY PRIMARY NEED**



An analysis of the needs of each client group has been undertaken in partnership with stakeholders. Taken together with client record data and data emerging from reviews of services, a picture of emerging need has become apparent as well as reoccurring themes across client groups. Non-specific service area concerns are:

- Overall services were found to be good but there was wide variation of costs between providers for similar levels of service with some low support services offering poor value for money.
- That there is scope for the programme to be integrated more fully with the wider service delivery goals of the authority.
- That ties with accommodation need to be broken where possible to allow more services to operate more flexibly; support should be able follow the service user and identified needs
- That a single assessment process needs to be developed to allow the borough and its partners to adopt a more co-ordinated approach to referrals into support services and supported housing projects
- That service users need to be more involved in shaping the services of the future

It is clear that some immediate reconfiguration is needed for some client groups, as the inherited provision does not match current or likely future need. A summary of the key findings in respect of individual client groups is shown below:

***Rough sleepers, refugees, people with mental health problems, and ex offenders-*** Schemes that are linked to specific units of accommodation, in particular for rough sleepers, refugees, people with mental health problems and ex offenders can represent a poor targeting of resources. This type of accommodation is often intended to be temporary, but frequently service users are not settled into adequate move on accommodation. There is a need for medium level mental health accommodation based schemes. This may need capital resources outside the remit of the Supporting People programme to address. Schemes for ex offenders, refugees, and victims of Domestic Violence are particularly suitable for sub regional and joint commissioning.

***Older People-*** Sheltered housing receives Supporting People funding but it is often used as a mainstream housing option for individuals who have few or no support needs. This entire area is to be immediately and critically reviewed with reference to the Older Peoples Housing Strategy as it is thought that this is an area where significant reconfiguration may be necessary.

***HIV/AIDS and improving generic support services -*** Some HIV/Aids accommodation based schemes need to be reconfigured to reflect the increased effectiveness of modern treatment to enable people to live with the illness. A more flexible approach to service delivery needs to be taken that will allow a broader range of chronic illnesses and physical disabilities to be supported through more integrated service delivery.

**Homeless Families-** Floating support for families placed in temporary accommodation should be enhanced and reconfirmed in the light of operational experience. In particular it should be targeted at families most in need and strategies developed to integrate it more fully with the mainstream estate management of these properties.

**Younger People -** The focus of support for younger people needs to ensure a balance between floating support and accommodation based provision although it has been identified that additional specific units of highly managed accommodation are needed where the needs of the most challenging and vulnerable young people can be addressed.

**Travellers** – there is one traveller’s site managed by Hammersmith & Fulham. Although a generic support service is available to the site we will investigate in conjunction with our West London partner boroughs the wider needs of travellers within the sub region.

## **6. Proposals for the 5 year strategy**

Taken together with the analysis of supply and movement evidenced through client record data, the needs mapping summaries have provided a consistent framework for the wider strategic analysis, decision making and strategic direction of the Supporting People programme.

In responding to the emerging themes arising from the data analysis, and the challenge of considering,

***'If Hammersmith and Fulham had just been allocated ~ £13.2 million to commission housing related support services that complement other health and social care services, what would it want to commission to meet identified needs in the borough?'***

the Commissioning Body Partnership has established a set of guiding principles for the next five years. The principles have been arrived at in the context of potential redistribution of funding over the future of the programme and have informed specific key priorities in the annual plan. They will be reviewed regularly when setting future annual priorities.

- 1. Develop an emphasis on medium level support services and provide more targeted interventions; services are to demonstrate, via positive outcomes, the greatest change in services users ability to live independently.**
- 2. To develop strong partnership approaches to commissioning across Supporting People, health and social care funding streams to ensure efficiency and effectiveness.**
- 3. To work with key RSL partners to evaluate and keep under review the supported housing infrastructure; identify capital investment priorities for scheme remodelling and refurbishment that are compatible with RSL asset management strategies**
- 4. To improve the efficiency of floating and visiting support services through more co-ordinated commissioning of these services**
- 5. To ensure that support services are able to 'follow the individual and identified needs' breaking ties with accommodation where appropriate**

## 7. Key Priorities

It has been identified that provision appears to be out of balance with need in a number of areas and that arrangements for delivering the programme can be improved. Over the next five years the borough will seek to continue its process of change, shaping the Supporting People programme into one which is needs led, user focussed and outcome based. Taking into account the Commissioning Body's guiding principles the following more detailed priorities for the programme have been identified:

1. Strengthen partnerships across the programme to ensure joint approaches to commissioning, decommissioning and remodelling, both within the borough and across the sub-region are adopted where such an approach can offer better value for money and secure more effective services
2. Work with the West London partnership and further extend our current pilot 'move on' scheme to address the issue of silt up in supported accommodation – links will be established with LOCATA and we will explore further the use of rent deposit schemes to facilitate move on and the role that the Empty Dwellings Initiative can play in increasing move on options.
3. Improve information on services available to users and stakeholders by improving information available on the Councils website, developing a directory of services and producing an Annual Report on delivery of the programme.
4. Ensure that services for people with complex needs are developed and commissioned jointly to meet shared priorities and adopt a more holistic approach to meeting users needs particularly where support issues span service areas
5. Finalise and implement the User Involvement Strategy to ensure that service users are consulted, can inform and have meaningful involvement in the reconfiguration of current provision.
6. With particular reference to the following service areas; mental health, young people's services and homelessness services assess whether the current range of supported housing projects and associated support services provided are the best match for the building they are currently associated with.

7. Embed the principles of Equalities Impact Needs Assessment (EINA) into the programme and where necessary conduct full EINA's to ensure that current and newly commissioned services can effectively work with the diverse range of users who are currently accessing services in the borough and monitor and respond to the needs of potential users.
8. Finalise steady state contracting arrangements that ensure Supporting People contracts are flexible and enable immediate negotiation with providers on levels and extent of services whilst ensuring stability for the programme as a whole
9. Ensure that lower level preventative floating support continues to be commissioned where it is demonstrated to be effective – in particular explore further the links to the use assistive technology and the role of Home Improvement Agencies in the delivery of support.
10. Finalise the reviews of services for people with HIV/AIDS and produce strategic service recommendations that detail options for releasing support from accommodation based services and the options for refocusing services to deliver more flexible floating support covering a range of chronic and physical illness related support needs.
11. Engage with the review of Older Person Support Services particularly in light of the development of the Older Persons Housing Strategy.

## **8. Annual Plan**

Whilst the guiding principles established by the Commissioning Body, drive the strategy over the next five years, the key priorities identified above are addressed more immediately through the annual plan 2005/06. The plan is structured around a number of objectives:

- **Programme delivery and performance monitoring**
- **Partnerships and joint commissioning**
- **Improving Move on options**
- **Reconfiguring services**
- **Equalities and diversity**
- **User Involvement**

The annual plan itself can be found on page 19.

## **9. Monitoring & Review**

The Supporting People Commissioning Body holds the responsibility for ensuring that the five-year strategy is delivered.

The Commissioning Body will monitor progress against the year one action plan on a quarterly basis. In order to ensure that the five-year priorities are delivered and that the planning process is robust, flexible and capable of development as the programme evolves and changes, the Commissioning Body will oversee a review of the strategy on an annual basis.

The Core Strategy Group will be responsible for keeping the existing needs mapping data under review, revising and amending the data as local needs change.

User feedback on progress will come from a new Annual Forum for users in addition to periodic satisfaction surveys carried out by providers.

The annual plan will form part of the business plan of the Housing Options and Assessment Division and the Best Value Performance Plan of the Community Services Department. Plans are monitored monthly through existing structures of the Department, as well as on a quarterly basis by the borough's Housing Scrutiny Panel and by its Leadership Scrutiny Panel.

The five-year Supporting People Strategy makes a significant contribution to the borough's Community Strategy objectives. Progress against the key priorities will be reported on an annual basis to our Housing Stakeholder Group made up of key partners (Hammersmith & Fulham Housing Management Services; RSL representatives; key voluntary sector organisations, PCT, The Children's Trust).

In addition an annual report will be produced for elected members and the Borough Partnership.

Annual Action Plan 2005/06

ANNUAL PLAN – 2005 – 06						
Strategic Theme & Objective	Action	Methods	Timescale	Lead		
<b>Programme delivery and Performance monitoring</b>	Ensure effective risk management of the SP programme	Risk assess all services using Service reviews and accreditation information	By Jan 2006	SP team		
	Restructure of team	Internal report and senior officer approval	February 2005	AD Housing Options and Assessment		
	Complete remaining service reviews	Finalise details for service level review timetable Allocate additional resources to service reviews Carry out service reviews	March 2005 June 2005 June 2005 – Jan 2006	SP Team SPCM SP Commissioning and review officers		
	PI reporting mechanisms	Revise quarterly performance management checks	April 2005	SP Team		
	Ensure ongoing budget monitoring and forecasting	Continue budget monitoring and reporting to CSG and CB	Every 8 weeks and quarterly	CSG / CB		

## Annual Action Plan 2005/06

ANNUAL PLAN – 2005 – 06					
Strategic Theme & Objective	Action	Methods	Timescale	Lead	
	Finalise steady state contracting arrangements	Complete drafting of steady state contract in conjunction with Legal Dept.	April 2005	SPCM/Legal Services	
		Consult with stakeholders and providers	May 2005	CSG/CB/Providers	
		Begin issuing providers with steady state contracts where services are required to meet 5 year strategy objectives	June 2005	SP Team	
	Improve the availability of information on the Supporting People Programme available to users and other stakeholder	Produce Annual report on the SP programme	Annually	SP Team	
		Ensure information is available on the councils web site  In liaison with the councils IT supplier and internal resources identify options for producing a directory of services accessible in a range of media	September 2005	SP IT officer / SP team / Central IT department	
	Adopt and implement West London contract default procedures	CSG and CB to sign of final version.	February 2005	Core Strategy Group / SP Team	
		Incorporate issuing of default notices into quarterly performance monitoring procedure	April 2005	SP Team	

Annual Action Plan 2005/06

ANNUAL PLAN – 2005 – 06					
Strategic Theme & Objective	Action	Methods	Timescale	Lead	
Partnerships and Joint Commissioning – (achieving efficiencies and improved value for money)	Ensure full stakeholder participation in key strategic planning groups	Monitor attendance at CSG and CB	Ongoing	SP Team	
	Strengthen joint working with key stakeholders in PCT / Probation and commissioning colleagues in wider Community Services division and Children's Trust	Hold joint meeting to feed into business planning processes. Ensure commissioning colleagues attend and participate in reviews where appropriate	April 2005  Ongoing	SP Team / CSG reps  CSG/SP Team	
		Establish a longer term framework for sharing performance information and assessment of providers	January 2006	CSG/ SP Team	
		With West London partner authorities map projects, collate service details and flows/scheme use to inform need	January 2006	SP Team	
	Carry out an analysis of the sub regional resources for women fleeing Domestic Violence.	Sharing and benchmarking information through the review officer's forum.  Consider strategic issues at lead officers group	Ongoing / Quarterly  Monthly	SP Commissioning and review officers  SPCM	

## Annual Action Plan 2005/06

ANNUAL PLAN – 2005 – 06					
Strategic Theme & Objective	Action	Methods	Timescale	Lead	
	Maintain strategic links with ALG	Attend lead officers strategic group as West London inner London Borough representative	Quarterly	SP Manager	
	Consider forward activity of ongoing review / contract monitoring with reference to WL Strategy Objective to align service review activity	Share review information with WL partner boroughs	January 2006	SP Team / WL lead officers group	
	Develop eligibility framework to determine service funding and commissioning requirements	Establish project group to consider commissioning interfaces between Supporting People and other funding streams – e.g. health and social care funding.	April 2005	SP Team / CSG	
	Re-evaluate cost and funding arrangements for Learning Disability and Mental Health services	Draft eligibility criteria framework With stakeholders plan for the withdrawal of legacy (SHMG) funding to registered care homes	June 2005 By March 2006	SP Team / PCT	
	Benchmarking of cost for Learning Disability services	Jointly review services and share findings with Brent and Kensington and Chelsea		SP Team / K&C / Brent	
	Increase the percentage of host referrals to supported housing schemes	Establish system to co-ordinate referrals into supported housing	By Sept 2005	SP Team / Housing Options Team	

Annual Action Plan 2005/06

ANNUAL PLAN – 2005 – 06					
Strategic Theme & Objective	Action	Methods	Timescale	Lead	
<b>Improve move on options available to all people in supported housing</b>	Ensure Value improvement Project delivers outcomes	Establish project group of stakeholders with ODPM and agree project plan to take work forward	April 2005	CCM / ODPM	
	Work with West London Partners to develop links to LOCATA and explore its role in creating move on from supported housing schemes	Give input in proposed joint assessment panel which will assess banding status  Work with providers to encourage an emphasis on finding alternative move on options in particular links to Rent Deposit schemes	By June 2005  Ongoing	SP Team  SP Team	
	Establish the extend to which Rent Deposit schemes can provide move on options from supported housing	Review effectiveness of pilot Rent Deposit scheme	April 2005	Homelessness Co-ordinator	
	Implement findings of move on analysis for mental health schemes	Establish a forward plan for ongoing use of rent deposit schemes	May 2005		
	Establish the extent to which service users are ready to move on from all SP funded service	Establish project group to implement findings and make links with the rent deposit scheme	June 2005	Joint Commissioning Officer Mental Health	
	Develop strategy to break ties with specific units of accommodation	Using mental health move on survey, carry out move on survey for all SP funded services	September 2005	SP Team	
		Establish working group with support providers and RSL partners	May 2005	CSG / SP Team RSL's	
		Produce options and action plan	October 2005		

## Annual Action Plan 2005/06

ANNUAL PLAN – 2005 – 06				
Strategic Theme & Objective	Action	Methods	Timescale	Lead
	Improve the operational links and use of young people's schemes.	Establish working group to establish current use of schemes Report recommendations for improvement	May 2005 July 2005	
<b>Reconfiguring Services</b>	Finalise Options appraisal framework for prioritising commissioning activity	Draft frame work for consultation. Consult with stakeholders	June 2005 June/July 2005 September 2005	SP Team CSG / Provider Forum SP Team
	Ensure that the needs of people with multiple or more complex needs are considered in remodelling and commissioning of services	Implement framework and apply to future funding / commissioning decisions Use service review and 5 year strategy needs mapping to inform service specifications Liaise with other stakeholders in health and social care to ensure services and funding can be integrated where this can shared objectives	Ongoing Ongoing	SP Team PCT/ Community Services Department
	Produce a reconfiguration plan for mental health accommodation services	Complete mental health service reviews	By December 2005	Joint Commissioning Officer Mental Health

Annual Action Plan 2005/06

ANNUAL PLAN – 2005 – 06				
Strategic Theme & Objective	Action	Methods	Timescale	Lead
	Implementation of Strategic Homelessness report	Finalise plan for which low support, second stage accommodation projects can be reconfigured in partnership with providers  Identify  Deliver ODPM capital programme	By March 2006  April 2005 to 2007	SP Team / Providers  CCM / Homelessness Coordinator
	Reconfigure floating support services	Collate findings from all floating support service reviews  Define the ongoing service requirements for service tendering documentation	May 2005  September 2005	SP Team  SP Team
	Produce strategic reports for HIV, LD, MH Young people and Older People	Collate all service review information and present findings to CSG and CB	September 2005	SP Team
	Develop a co-ordinated commissioning approach for young people at risk and care leavers	Draft joint commissioning strategy with Children's Trust	September 2005	SP Manger – Head of Commissioning, Children's Trust
	Contribute to the development and implementation of the Older People's Strategy	Work with HMS around capital investment Determine the position on extra care sheltered schemes and SP funding.	September 2005	HMS/ Strategy and Performance division/ SP team

Annual Action Plan 2005/06

ANNUAL PLAN – 2005 – 06				
Strategic Theme & Objective	Action	Methods	Timescale	Lead
	Finalise recommendations for the development of more flexible support services which work with a range of chronic illnesses and physical disabilities through the consolidation of current HIV services	Complete remaining HIV service reviews and produce strategic report Establish project group of stakeholders to develop reconfiguration plan Finalise and agree reconfiguration plan for implementation Implement proposals	By May 2005 April 2005 May to Aug 2005 September 2005	SP Review and commissioning Officers
	Ensure that sure that lower level preventative floating support continues to be commissioned where it is demonstrated to be effective	Explore further the links to the use of assistive technology and the role of Home Improvement Agencies in the delivery of support	September 2005	SP Team / CSG / BV review team for Physical Disabilities
	Evaluate and keep under review the support housing infrastructure with key RSL partners	Produce report detailing assessment of supported housing stock Identify options for capital investment that are consistent and compatible with RSL asset management strategies Put forward bids to the Housing Corporation as required to achieve improvement and remodelling of supported housing	September 2005 October 2005 October 2005	RSL's / SP Team SP Team/ RSL's SP Team / RSL's

Annual Action Plan 2005/06

ANNUAL PLAN – 2005 – 06				
Strategic Theme & Objective	Action	Methods	Timescale	Lead
<b>Equalities and Diversity</b>	Re-assess 5 year Supporting People Strategy for equalities issues	Carry out a review and Equalities Impact Needs Assessment on the 5 year strategy	March 2006	Housing Options & Assessment division
	Develop a more detailed understanding of housing support need of BME groups - in particular people with mental health problems, people with learning disabilities.	Carry out further analysis of client record data	September 2005	SP Team
	Improve access to mainstream services for refugees and BME groups	Establish regular analysis of client record data over and above KPI's Work with specialist providers to facilitate better access to mainstream services	By June 2005	SP Team / SP IT officer
		In conjunction with analysis of client record data identify projects which are not enabling access to BME groups Ensure that SP team are suitably trained	Ongoing Ongoing / quarterly	SP Team / Refugee forum SP Team / Provider forum
<b>User involvement</b>	Embed the principles of Equalities Impact Needs Assessments in the review and commissioning of SP services		January 2006	SPCM / CCM
	Finalise the user involvement policy and plan	Link in with the development of the Community Services Department User involvement policy	April – September 2005	SP team / User groups
	Ensure user feedback is incorporated into service reviews	Carry out consultation on draft user involvement plan Service review questionnaires and user group consultation	September 2005 Ongoing	SP Review and commissioning officers

