

Services for all



Supporting People

Five Year Strategy 2005-2010

Letter from Bernice, a user of the Sixty Plus floating support service

"I learned about Sixty Plus in Haringey from my colleagues at the pensioners club that I attend. I was not at the club when two Floating Support Workers visited to promote the scheme but the following day my friend made a telephone call to Sixty Plus to refer me to the service.

They saw me before long and went over what I had missed at the presentation. I was very impressed with what I heard and signed up. Sixty Plus was fast and efficient when they dealt with issues around my stair lift that needed fixing.

Prior to my support workers involvement, I had tried on numerous occasions to address the problem but to no avail. Once Nike (she doesn't mind her name being mentioned, lovely girl, I call her 'my little Nike') got involved the problem was resolved within days.

That made me even more impressed with the service and as a result, my trust and confidence in their ability to address issues relating to older people like me grew. Since then the service has continued to benefit me.

They tend to my needs without judging and I have a wonderful relationship with 'my little Nike' and the service as a whole. I am not very confident when filling in forms but I don't have to worry now because Sixty Plus has assisted greatly in this area. Issues such as maximising my benefit and sorting the 'simple' things like my garden shed seems to come as second nature to Sixty Plus.

This service is ideal for people of my age and above. I hope that such a service will always be there for me. As an outgoing person I love to socialise and meet people but I am finding that a little difficult at the moment. Sixty Plus is in the process of tracking down an electric wheelchair so that I can travel out of the house and 'mingle'.

I would like to take this opportunity to express my thanks to the service and wish them all the best. Keep up the good work."

"Prior to my support workers involvement, I had tried on numerous occasions to address the problem but to no avail."

"Issues such as maximising my benefit and sorting out the 'simple' things like my garden shed seems to come as second nature to Sixty Plus."



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What Supporting People can help to achieve – case studies

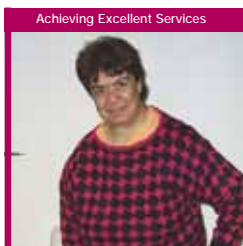


Supporting People is helping to make Roy's life easier, he is now accessing technology that will help him record his memoirs.

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How we made Jagdish feel part of the community.

Page 04

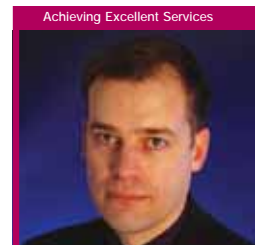


Changing provider's perceptions of people with learning difficulties.

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The Director of a provider; Step Forward explains how we deliver new services effectively.

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An example of how the Supporting People network can promote learning for people of any age.

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Celebrating innovative services, an award winning Supporting People partnership.

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How Supporting People can help service users and providers start a business and find love!

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Foreword

Supporting People offers the most socially excluded, deprived and vulnerable households in our community the chance of building productive and fulfilled lives.

It provides a pathway out of being dependent, homeless and socially isolated into having a home of your own, having the chance of employment and taking part in all of the social, leisure and educational opportunities a vibrant London Borough such as Haringey offers.

We have all worked very hard over the last few years to develop the local programme to provide an innovative and broad range of high quality support services and to ensure that they achieve real and positive outcomes.

We will drive Supporting People to achieve success on:

- ▶ Preventing vulnerable households from becoming homeless in the first place
- ▶ Avoiding unnecessary admissions and lengthy stays in hospital
- ▶ Tackling the needs of new households settling in Haringey, promoting their social inclusion
- ▶ Supporting the survivors of crime and victims of anti-social behaviour
- ▶ Tackling the behaviour of offenders and preventing them from re-offending, and helping people to get off drugs and alcohol and/or remain drug/alcohol free.

We want the programme to open up the choices and options of older people living in Haringey. Supporting People will be key in helping many more older people stay in their own homes for longer and in helping them continue with active lives.

We also want the same choices and better outcomes for younger people who need extra help to remain independent.

Supporting People will play a major role in delivering support and help to vulnerable people from Haringey's many diverse ethnic communities and we are committed to helping these communities develop and provide the support services they need.

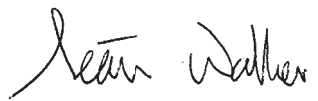
Ultimately we see Supporting People as a major contributor in helping Haringey's residents, the council, the NHS, other Government agencies and the voluntary organisations, in building a more inclusive and stronger community.



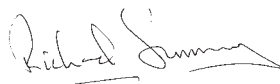
Councillor Kate Wynne
Executive member for health and social care
Haringey Council



Councillor Isidoros Diakides
Executive member for housing
Haringey Council



Séan Walker
Assistant Chief Officer
London Probation



Richard Sumray
Chair
Haringey NHS Teaching Primary Care Trust

Introduction

The London Borough of Haringey is amongst the most diverse in the country. Whilst the west of the borough has high levels of affluence and prosperity, the east has considerable levels of deprivation: 40% of Haringey residents live in wards that are amongst the 10% most deprived in the United Kingdom.

Associated with these levels of deprivation are high rates of long term unemployment, high levels of mental and physical ill-health, high levels of substance misuse, high levels of crime and large numbers of homeless households and asylum seekers. Many of these households live in insecure temporary housing thus making efforts to promote social cohesion more complex.

Haringey is also amongst the most ethnically diverse in the country with over 50% of the population being from ethnic minorities. This reflects its long standing status as a "gateway borough", i.e. a borough where recent immigrants settle soon after arrival in the United Kingdom, and it is a strength. However the number and diversity of recent immigrants do present challenges for the delivery of services.

Haringey adopted a Community Strategy in 2003 which aimed to develop a partnership approach to build on our strengths whilst addressing the deprivation and problems that exist. The Community Strategy reflects the priorities, wishes and aspirations of the people of Haringey

This document describes how the SP programme will contribute to the achievement of Community Strategy objectives within the guidance and policy framework of the Office of the Deputy Prime Minister (ODPM), the central government source of the Supporting People (SP) funding programme.

Putting People First



Roy, a Floating Support Service user of Sanctuary Housing with Grace, his service provider

Roy was waiting for an eye operation and has restricted use of one hand – he was finding it difficult to complete forms, manage his benefit entitlements and untangle his rent account.

He has received help from home-helpers in the past but says he is much happier with the Floating Support – "I'm always asked what do I want and what do I need."

Roy had a distinguished career in the entertainment industry, and Grace will be helping him access voice-operated computer equipment so he can start work on his memoirs.

Roy said, "this is a service that has never been here before – it must be the jewel in Sanctuary's crown. Sanctuary used to be a bit distant but I feel part of the family now."

Achievements of the Supporting People Programme in Haringey

The Supporting People programme funds Housing Related Support services for vulnerable people. The initial purpose of the programme was to amalgamate a number of funding streams which had previously been used to fund such support services and to transfer the management, monitoring and review of such services to Local Authorities. Commissioning decisions are made by a Commissioning Body (CB) which consists of representation from Haringey Council, Probation and Haringey Teaching Primary Care Trust (TPCT).

For a full list of Commissioning Body members, please see page 21.

The local SP programme in Haringey is a major element of the local health and social care economy. It is also an important element of Haringey's approach towards promoting social inclusion and ensuring community safety.

Some of the main aspects of the programme:

- ▶ It provides funding of £22million per year to services providing Housing Related Support
- ▶ These services work directly with more than 5,400 vulnerable households. Community Alarms and Home Improvement Agencies work with a further 1,100 households
- ▶ It funds services to a wide range of vulnerable people from teenage parents to older people requiring extra care
- ▶ SP services are substantial employers of local people
- ▶ SP services work with some of the most disadvantaged and socially excluded people
- ▶ SP is the largest single funding stream for the local not-for profit sector

Building Stronger and Safer Communities



Jagdish Tank with family, Chair of Supporting People provider Haringey Phoenix Group (HPG)

"The support I have received from HPG has enhanced the lives of all my family. When I first attended I felt completely worthless and socially excluded. With their constant support I have regained my confidence, learned Braille and IT skills and now teach these skills to other blind people. They continue to support my family and me and for this I shall remain indebted to them."

- ▶ SP services play a vital role complementing mainstream provision and helping statutory sector services and commissioners achieve their objectives. They help to prevent institutionalisation and rehabilitate individuals leaving institutions.

The SP programme commenced on 1st April 2003; however preparatory work started two years prior to this and an SP team has been in place since early 2002.

Since then the local programme has achieved the following:

Development of new services

It is in response to high levels of deprivation in Haringey, and in the low levels of historic provision for vulnerable households, Haringey developed 49 new services to meet unmet need. This led to 2500 extra households receiving support services.

Floating support services

Haringey Council commissioned needs mapping in 2002. As a result of this work three large floating support services were commissioned: these services now work with 1400 vulnerable and socially excluded households.

Shadow Strategy

In 2002 the Commissioning Body agreed a Shadow Strategy for the SP programme covering the period until March 2004. Virtually all of the objectives listed in this strategy have now been achieved.

Administration of the programme

The local programme successfully went live on 1st April 2003 and since then payments have been made to providers in a consistent and timely manner. The core administrative purpose of the programme has been achieved.

Contract review

Haringey Council completed 50% (by value) of all contract reviews by March 2005 and is on course to complete all contract reviews by the ODPM deadline of March 2006.



A Supported Living Haringey Road Project, Edward Marcus of Marcus and Marcus explains how Supporting People helps Nerryman (pictured)

"The Supporting People programme is one of the best initiatives in terms of improving the quality of lives of people with a Learning Disability within Haringey."
"Having experienced working within both a registered care setting and a supported living environment, it is my observation that the impact of the emphasis placed upon 'supporting' is certainly beginning to shape both my and my team's perception that people with learning disabilities, regardless of the complexity of their needs, can lead more valued and independent lives, as opposed to continuing to be passive recipients of care."

Strategic relevance review

Haringey undertook a high level review of the strategic relevance of all SP funded services in January 2004. This included the contribution that services made both to local and national strategies as well as the 12 key floor targets of the Neighbourhood Renewal Programme.

Achieving Excellent Services



Mark Austin, Director of Step Forward, on his partnership with Supporting People

"Working with the Haringey SP Team is a real partnership... they have a clear focus on outcomes, on strategic planning and meeting unmet need.

The partnership is a result of them making every effort to liaise with providers and ensure that change is deliverable. We feel we can influence plans and that we have shared aims."

Benefit-realisation/value for money

Alongside the strategic relevance review Haringey Council has worked with providers on methods by which they can demonstrate the positive outcomes that are being achieved by services and the benefits that accrue. For example all providers were asked to show how much money they saved other funding streams and the responses included some innovative approaches to answering this key question.

Improved outcomes for vulnerable people

The programme has delivered substantially improved outcomes for vulnerable people. The contract review's focus on quality has raised standards and the work on strategic relevance and benefit realisation has focused services on meeting those areas of greatest need.

Preventative agenda

The programme has played an important role in taking forward the preventative agenda. Local SP services prevent people from becoming homeless, prevent people from entering hospitals or care homes and help to reduce re-offending. They also rehabilitate people from such settings.

Cash savings

The local programme has been successful in achieving a £2.7 million annual efficiency saving. This has helped it meet funding challenges caused by a 14% reduction in its government funding since 2003. In 2005-06 the Haringey SP grant will be £22.1 million. Further reductions are anticipated throughout the life of this strategy.

Working with partners

Considerable efforts have been made to align the SP programme with Haringey Council's strategic objectives and priorities. This effort has had positive results. The effectiveness of local arrangements has been recognised by, amongst others, the Valuing People Support Team (learning disabilities), Social Exclusion Unit (teenage parents) and the ODPM (homelessness).



Vision and overarching priorities

The overarching purpose of the Supporting People strategy is to contribute to the achievement of the objectives in Haringey's Community Strategy. There are five themes within the Community Strategy.

SP has a particular contribution to make towards achieving three of the main themes:

1. Improve services

Providing better quality, accessible services for everyone who needs them, particularly health and social care

2. Narrowing the gap

Improving the most deprived neighborhoods

3. Safer communities

Creating safe and confident communities with less fear of crime and the ability to prevent crime and resist committing crimes

The vision below is derived from these main themes and reflects the main areas where the Commissioning Body feels SP makes a contribution.

The vision for the programme in Haringey

The programme will fund services that deliver high quality, effective housing related support services to vulnerable households which:

1. Complement and dovetail with statutory services
2. Prevent or combat the effects of institutionalisation and homelessness
3. Promote social inclusion amongst deprived households
4. Meet the needs of a diverse borough
5. Help to promote community safety

What does this vision mean?

1. Complementing statutory services

The programme will fund a variety of services working with statutory partners to complement statutory roles and responsibilities and focused on client needs.

2. Preventing institutionalisation and homelessness

The programme will fund a variety of services across various client groups which focus on preventative agendas, which provide realistic alternatives to institutional care and/or combat the effects of institutionalisation, including ex-offenders. The Commissioning Body expects floating support services to have a particular focus on the prevention of homelessness.

3. Promoting social inclusion

The programme will continue to fund services which provide support to a wide range of socially excluded people, particularly to those living in temporary accommodation and in conjunction with statutory partners. Every SP funded service will to promote access to education, training and employment in an appropriate manner for their client group. Every SP funded employer will also demonstrate its commitment to the training and employment of local people.

4. Meet the needs of a diverse borough

The programme will only fund services which can demonstrate that they meet the language and cultural needs of their actual and potential service users. The programme will continue to monitor service utilisation and staffing levels by ethnicity, disability gender etc, ensuring it meets its obligation to promote equality and tackle discrimination in services under the Race Relations (Amendment) Act and other equalities

legislation. The Commissioning Body will fund a wider range of black and minority ethnic (BME) groups, if such provision is found to be the most appropriate service delivery model.

5. Promoting Community Safety

The Commissioning Body will fund support services that work with vulnerable people in the community potentially subject to anti-social behaviour orders. It will also fund support for vulnerable people who are the victims of crime and anti-social behaviour. This includes ensuring that survivors of domestic violence who approach Hearthstone or Haringey's Customer Service Centres receive the housing related support they need. The Commissioning Body will also fund rehabilitative services for people who misuse substances as well those who commit crime. The aim of this will be to reduce offending behaviour and protect the public.

Raising Educational Achievement



Helping older people in the Clive Lloyd House sheltered housing scheme with IT

Clive Lloyd House is a sheltered scheme for African Caribbean elders in Haringey with medium support needs. It is funded by SP and owned and managed by Presentation Housing Association. It has 5 computers but many of the residents had very little knowledge of using them. So the scheme manager, Eric Da Silva contacted the College of North East London (CONEL) to find out about IT training courses.

With the aid of a grant from the Learning and Skills Council (LSC), an IT bus called The Orbit owned by CONEL recently visited the scheme to deliver a 3 hour taster followed by a 13 week IT training course for the elderly residents of the sheltered scheme.

"It was great," said Ken Chung, secretary of the Tenants' Association. "I'm now looking forward to learning more."



How will the Commissioning Body achieve this vision?

1. Partnership working

The Commissioning Body recognises that a strength of the programme has been effective partnership working across the statutory sector. The vision for this strategy is ambitious and can only be achieved by increased efforts to develop joint working arrangements, in particular between the SP sector and statutory sector commissioners and SP providers and statutory sector practitioners.

2. Local provider market

The Commissioning Body recognises that it must work in partnership with providers to achieve this vision. It is committed to ensuring a dynamic local provider market with a “level playing field” but including the provision of services by the voluntary, community, private and statutory sectors.

3. Needs research

The Commissioning Body has already commissioned needs research in a number of areas including homelessness, substance misuse/offenders, older people and mental health. The Commissioning Body is committed to understanding the various unmet needs that can be met through the programme and will continue to commit resources to this area.

4. Service User Consultation

The Commissioning Body recognises that consultation with service users is crucial to the programme's success. It has committed resources to service user focus groups and consultation events as part of this strategy development process as well as contract reviews. It is committed to continuing and expanding the involvement of service users, in a manner and style appropriate to specific client groups, throughout the lifetime of this strategy.

5. Cross-authority working

The Commissioning Body is committed to effective partnership arrangements with SP at a sub-regional level through the North London Housing Strategy and regional level through the Association of London Government (ALG). It is already committed to joint accreditation of providers across the North London sub-region. In particular Haringey will explore opportunities for joint commissioning, contract reviews and accreditation.

6. Service delivery models

The Commissioning Body has a preference for generic floating support provision as the appropriate service delivery model for most client groups.

The Commissioning Body does not take the view that all floating support services should be delivered through generic services. Specialist floating support services have an important role to play.

They are particularly (but not exclusively) appropriate where the following conditions apply:

- ▶ There is a specific client group with specific needs
- ▶ There is a very specific client group with very intensive needs
- ▶ There is a specific minority community group where services are best provided by means of community specific provision.

Accommodation based services will continue to be funded and commissioned where one or more of the following conditions apply:

- ▶ It is impractical to deliver the service in any other way for reasons of safety or security (e.g. a women's refuge)
- ▶ Clients/potential clients express a strong preference for accommodation based provision (e.g. sheltered housing)

- ▶ The rehabilitative focus of the service can only be delivered through an accommodation based service (e.g. a scheme focused on rehousing people from long-stay institutions)
- ▶ Potential service users lack the skills to maintain independent living even with the provision of intensive support
- ▶ A major component of the service delivery model is promoting social interaction and this can be shown to be beneficial to the clients (e.g. a therapeutic community).

The Commissioning Body is reluctant to fund shared accommodation unless the following criteria apply:

- ▶ Potential clients require quick access to a service (e.g. a direct access hostel for rough sleepers)
- ▶ The service is long standing and of good quality and there is no means of reconfiguring it and/or capital funding to do so
- ▶ Clients/potential clients have expressed a strong preference for shared accommodation.
- ▶ The Commissioning Body will look critically at shared services in the east of the borough. This arises from concerns about the large number of Houses of Multiple Occupation (HMOs) in the most deprived parts of Haringey and regarding community sustainability.

7. Capital investment

The strategy outlines modest levels of capital investment, although potential needs have been identified in the following areas:

- ▶ Extra care provision for older people
- ▶ Extra care provision for people with physical disabilities
- ▶ Specialist refuge provision.

However the Commissioning Body regards the issues of housing and capital investment as broader in scope than investment in supported housing: the Commissioning Body is committed to ensuring that people with support needs are able

to gain access to mainstream social housing and are given assistance to maintain such housing where needed. The Commissioning Body is also committed to ensuring that the support issues of tenants in newly developed social housing are considered as part of a whole systems approach to developing sustainable communities. The Commissioning Body will work with the Housing Department and RSL partners to ensure that these issues are progressed.

8. Risk management

Through a risk assessment exercise we have identified various financial risks to the programme. It will establish a contingency fund of £250,000 to meet unforeseen eventualities.

9. Governance issues

Current governance arrangements have proven effective in delivering the programme. However the Commissioning Body will review these arrangements to examine whether it can meet the aspirations of the local voluntary sector to be more involved in strategic decision making on the programme.

10. Charging Policy

Haringey will continue to adopt an approach to charging for SP services which is consistent with that used for other care services. This will continue to be the case unless local or national policies change considerably. Thus, we will use the Fairer Charging mechanisms as the means by which we assess the capacity of service users to pay for the support service they receive.



The approach to contracting and performance management

Haringey's approach to contract reviews is based on assessing services' value for money, quality and strategic relevance.

The approach to assessing value for money has four components:

1. An emphasis on staffing inputs
2. A focus on hourly support costs
3. Assessment of the level of support provided
4. Assessment of eligibility for SP services.

Quality is assessed using the six standards of the Quality Assessment Framework tool devised by the ODPM.

The approach to assessing strategic relevance is outlined below.

Haringey is committed to using the tendering process to procure housing related support services, wherever possible and appropriate.

We 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 Haringey 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 we will award steady state contracts, after the first round of service reviews only, where the following conditions are met:

- ▶ Haringey Council 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.

Assessing strategic relevance

The Commissioning Body will adopt a commissioning process through which all existing and proposed services can be assessed. The process of assessing strategic relevance will have five stages:

1. Priority needs

There is evidence of unmet need in every client group which the programme funds (see below). However there are certain areas of need that the Commissioning Body regards SP as having a particular contribution to make. These are:

- a) The high levels of mental ill-health in Haringey, particularly the high level of admissions to acute wards
- b) The high levels of vulnerable homeless households living in temporary accommodation
- c) The high levels of statutory homelessness and the urgent need to prevent people from becoming homeless
- d) The high levels of recent immigrants
- e) The high levels of crime and substance misuse, particularly the lack of support for clients leaving drug treatment programmes and/or prison, as well as support for victims/survivors of crime e.g. domestic violence.

2. Vision and community strategy objectives

All schemes will need to demonstrate how they contribute to the Community Strategy and client specific strategies.

3. Commissioning Matrix

All schemes will need to demonstrate how they will contribute to achieving certain key performance indicators which are of particular importance to Haringey Council and our statutory partners. A draft list of a new set of Performance Indicators (PIs) is listed in the Commissioning Body Matrix on page 18. This list has been built up by reviewing the programme priorities summarised above as well as reviewing ODPM guidance and Audit Commission recommendation. We will develop a set of sub PIs which will measure the contribution SP schemes can make to the achievement of these corporate targets.

4. Benefit realisation

All schemes will also need to demonstrate how much they save the public purse by working toward the agreed Key Performance Indicators. (KPIs.)

5. Service delivery models

The scheme meets the service delivery model criteria outlined above.

Draft timetable for tendering of services

2005/7	Mental Health and Substance Misuse/offender services
2007/8	Older person, Learning disability and Young Person services
2008/9	All other services (including generic floating support services)

Achieving Excellent Services



Winner of iN Business for Neighbourhoods Awards 2005. Celebrating Supporting People and HARTS partnership to provide a new floating Tenancy Sustainment Service. Chris Giles, Assistant Director of HARTS

"It has been a pleasure working with Supporting People to provide an excellent service for vulnerable families in Haringey. Our award winning, innovative approach makes a real difference to residents on the ground, giving them the support that they need on a range of issues from language difficulties to alcohol and substance misuse."

Future commissioning arrangements

It is certain that future levels of SP grant aid will reduce over the lifetime of this strategy. The Commissioning Body will adopt the following principles in managing this reduction:

- ▶ It will retain those services which are most strategically relevant using the strategic relevance framework agreed above
- ▶ It will retain those services which do not duplicate other services
- ▶ It will set efficiency targets for value for money savings to be achieved across the contract review process.

Our high-level review of strategic relevance in winter 2003/04 has placed it in a strong position to make initial decisions on how savings can be achieved. There is clarity on income for 2005/06 and Appendix 5 outlines expected levels of expenditure by client group at 31st March 2006.

Once the levels of funding are known for future years the Commissioning Body will agree the following:

- ▶ A plan for achieving the savings target using the criteria above
- ▶ An estimate of overall levels of funding available for each sector to enable tendering decisions to be made
- ▶ An estimate of how much money (if any) can be released for new investment through the annual bidding process
- ▶ A process for us to report on progress against targets over the lifetime of this strategy.

Funding bids will be invited from commissioners and providers when the Commissioning Body considers it has sufficient resources to meet ongoing priorities and saving targets.

The Commissioning Body will use the criteria outlined above to assess new funding bids as well as proposals for reconfiguration of entire sectors. Requirements for capital funding will be considered at this point also.

Putting People First



Lolita Jones (above right) is a service user of Haringey Association for Independent Living (HAIL)

The Stars in the Sky was founded by Lolita Jones and Pauline Geipel after they realised the difficulties they and fellow service users were having meeting new people. It is now established as a company, with Lolita and Pauline as directors, enabling members to meet people across London, develop and sustain friendships and relationships and enjoy leisure activities throughout the capital. They have also challenged the opinions of people who feel sexuality and relationships are not part of supporting people with learning difficulties. They have scooped two top awards and won £15,000 at the prestigious national Community Care Awards 2005 awards.

Where funding is approved, Haringey Council will agree with providers which of the Performance Indicators on page 18 will be applied to the new service. These will then be monitored through the performance management processes.



Summary of supply needs and the vision for each client group

People with a physical and/or sensory disability and/or HIV

Vision: a range of support services but with an emphasis on resourcing generic providers to meet needs in this area, although specialist provision (e.g. extra care) will be commissioned if a need can be shown

Current supply	Needs	Strategy
<ul style="list-style-type: none"> • 50 units of support for people with physical disabilities. • 52 units for people with HIV. • 6-8% of generic support services registered disabled. 	<p>Estimates of numbers of people needing support:</p> <ul style="list-style-type: none"> • 30-50 blind or partially sighted people at any one time • 30 deaf people at any one time • 17 people with severe physical disabilities estimated as able to live in extra care at October 2004. 	<ul style="list-style-type: none"> • Generic floating support can meet most needs in this client group. • Further needs research to understand level of need and preferred service delivery models. • Evidence that floating support is the most appropriate model but some extra care provision also needed.

Homeless people with support needs

Vision: SP services will be an important part of the options offered to potentially homeless people to prevent them becoming homeless. Shift from shared housing towards floating support but with continued support for rough sleepers and direct access provision

Current supply	Needs	Strategy
<p>904 units of support for single homeless:</p> <ul style="list-style-type: none"> • 408 accommodation based units • 496 floating support units • 22 bed hostel for rough sleepers • Large family floating support service also works with many homeless families. 	<p>High levels of statutory homelessness acceptances:</p> <ul style="list-style-type: none"> • 1400 per year (500 single people and 900 families) • 11000 housing advice enquires per year • Small but persistent rough sleeping problem • Concern over huge amount of shared housing. 	<ul style="list-style-type: none"> • SP services regularly involved in reconfiguration of local authority homelessness services. • SP services continuing to support tenants at risk of becoming homeless. • Nomination arrangements from Haringey Council to SP funded accommodation to focus on homeless people. • Move-on arrangements to continue to allow throughput of clients. • Work with Registered Social Landlords to resolve capital recycling issues.

Older people

Vision: a sector providing a range of flexible support options linked to care services and assistive technology

Current supply	Needs	Strategy
<ul style="list-style-type: none"> • 2,260 units of sheltered housing – some evidence of over supply. • 330 units of floating support. • Home Improvement Agency (HIA) service. • Community Alarms. • Very little extra care. 	<ul style="list-style-type: none"> • Demand for services that can meet complex needs, assist in reducing residential care usage and reduce bed-blocking. • 80-110 new intensive support units required per year. • 270 other units per year. 	<ul style="list-style-type: none"> • Needs research to look at housing and support options, especially extra care and linked to stock option outcomes. • Review pilot projects dealing with delayed transfers of care and older people with mental health problems. • Contact review process in 2005 will increase knowledge of local sector.

Survivors of domestic violence

Vision: generic floating support services will ensure that all Hearthstone clients who need support receive it. A range of refuge provision taking cross-authority referrals and meeting the full range of needs presented, including BME provision if appropriate

Current supply	Needs	Strategy
<ul style="list-style-type: none"> • 55 units including 30 units of refuge provision accessed on a pan-London basis. • Generic floating support services work with clients of the Hearthstone service. • 78 households accepted as priority homeless 2004. 	<ul style="list-style-type: none"> • Estimates from Hearthstone that 120 single women and 240 families per year require support. • Improved integration of SP services into Hearthstone. • Sub-regional approach to refuge commissioning and review. 	<ul style="list-style-type: none"> • Work with refuges and sub-regional partners to ensure that needs of women with substance misuse problems, disabilities and other needs are met.

Refugees/recent immigrants

Vision: a range of generic and specialist services working with this client group

Current supply	Needs	Strategy
<ul style="list-style-type: none"> • 281 units specifically for black and minority ethnic groups (BMEG) community provision, most of which is used for refugee/recent immigrant communities. 	<p>Generic floating support services work with many recent immigrants 2,500-3,000 asylum-seeking households at any one time:</p> <ul style="list-style-type: none"> • Perhaps 200-400 new refugee households per year needing support • BMEG providers have a waiting list of 500 households. 	<ul style="list-style-type: none"> • Commission research into effectiveness of BMEGs at providing support with a view to expanding provision both to funded and unfunded BMEGs, if found to be appropriate and resources allow. • Continue mentoring and capacity development arrangements.

Families with support needs

Vision: floating support services which complement the work of statutory agencies whilst retaining ease of access for self-referrals

Current supply	Needs	Strategy
<ul style="list-style-type: none"> • 710 units of support working with domestic violence survivors, homeless households, teenage parents etc. • 351 families being supported in Sure Start area. • In addition to specific client groups (homelessness, domestic violence etc.) 11,000 households in Sure Start area – many of whom would benefit from support service. 	<ul style="list-style-type: none"> • Family support services to link into development of Children's and Healthy Living Centres. • Improved links with Sure Start. 	<ul style="list-style-type: none"> • Continue to develop existing links to homelessness, Hearthstone, Social Services, Barnet, Enfield and Haringey Mental Health NHS Trust and other statutory providers.

People with mental health problems/mentally disordered offenders

Vision: a smaller number of units focused on reducing residential care and acute hospital admissions

Current supply	Needs	Strategy
<ul style="list-style-type: none"> • 377 units mainly in shared accommodation. • 112 units cost more than £300 per week. • Single and family generic support services also work with this client group (250 units). 	<ul style="list-style-type: none"> • Demand for services that can meet complex needs, assist in reducing residential care usage and reduce bed-blocking. • 80-110 new intensive support units required per year 270 other support units per year. 	<ul style="list-style-type: none"> • Needs research to examine needs and service delivery models; will inform decision on desired configuration and commissioning process for new services. • Commissioning process to commence in April 2006. • Interim contract reviews will focus on quality and cost.

People with learning disabilities

Vision: a shift towards floating support and self-contained provision, jointly commissioned where appropriate

Current supply	Needs	Strategy
<ul style="list-style-type: none"> • 150 units in a mixture of shared and self-contained accommodation. • High unit prices. 	<ul style="list-style-type: none"> • Broad satisfaction with services and service configuration, although cost savings required. • Current unmet need for SP services for 43 clients. • A further 20 clients estimated to need SP services 2005-09. 	<ul style="list-style-type: none"> • Identify efficiency savings through contract review process. • Move towards hourly based contracts to give greater flexibility. • Review service delivery models in the light of service user preferences with the aim of expanding provision.

Young people with support needs (including care leavers)

Vision: a range of support services integrated with the objectives of the Children's Trust with a particular emphasis on ensuring that young offenders, post 18 care leavers and teenage parents receive support

Current supply	Needs	Strategy
<p>187 units of support for young people:</p> <ul style="list-style-type: none"> • 36 floating support units for care leavers • 12 supported housing units for young people • 21 units for teenage parents • Single and family generic support services also work with this client group. 	<p>Estimates of numbers. needing support:</p> <ul style="list-style-type: none"> • 122 young people and 42 teenage parents accepted as priority homeless in 2004, all of whom could benefit from a support service • 120 care leavers over 18 at any one time • 60 additional refugee minors • 40 young offenders per year. 	<ul style="list-style-type: none"> • Will meet national target to provide supported housing to all teenage parents who need it. • Shift from shared housing towards floating support models. • Will continue to ask generic support providers to prioritise these groups. • Will consider expansion of leaving care service if resources allow.

Offenders and people with substance misuse problems

Vision: an expansion of floating support services to enable significant work with this group with outcomes around reducing re-offending and drug misuse. Some high level supported housing for this group. All services to take a proactive approach towards this client group

Current supply	Needs	Strategy
<ul style="list-style-type: none"> • 104 units of support specifically for this client group. • Single and family generic support services also work with this client group (100+ units). • High levels of need: estimate of 340-600 people requiring support. 	<ul style="list-style-type: none"> • 130 street drinkers. • 40 Prolific Priority Offenders (PPO) clients. • 40-50 Multi-Agency Public Protection Arrangements (MAPPA) cases. • 876 households assessed per annum for alcohol services – 20% requiring support. • Further needs research to refine estimated level of need and to inform final decision on service delivery models. 	<ul style="list-style-type: none"> • The development of floating support and the remodelling of accommodation based services for offenders with complex needs. • Generic floating support to prioritise MAPPA and PPO cases as well as develop links with prisons. • Need to build in good inter-agency relationships particularly in housing.

Travellers

Vision: specialist floating support services for this client group

Current supply	Needs	Strategy
<ul style="list-style-type: none"> • No specific provision. 	<ul style="list-style-type: none"> • Perhaps 300 traveller households in Haringey – 20% requiring support at any one time. 	<ul style="list-style-type: none"> • Commission additional floating support services, probably to be attached to Travellers Team when resources allow.

Commissioning Body Matrix and Key Performance Indicators

Lead Agency	Target Description
Anti-social Behaviour Team (ASBAT)	Percentage of supported households diverted from Anti-social Behaviour Order's (ASBOs).
Barnet, Enfield & Haringey Mental Health Care Trust	Emergency psychiatric re-admissions within 28 days.
Barnet, Enfield & Haringey Mental Health Care Trust	Enable discharge of patients from acute wards.
Chief Executive's Department	Over the three years to spring 2006 increase the employment rate of disadvantaged areas and groups, taking account of the economic cycle: lone parents; ethnic minorities; people aged 50 and over; those with the lowest qualifications; and the 30 local authority districts with the poorest initial labour market position; to significantly reduce the difference between their employment rates and the overall rate.
Connexions	By 2010, 90% of young people, by the age of 22, will have participated in full-time education or training leading to higher education or skilled employment.
Connexions	By 2006, the number of 19 year olds achieving a Level 2 qualification will have increased by 3% compared to 2004.
Drug Alcohol Action Team	Number of drug misusers discharged during the financial year who were retained in treatment for 12 weeks or more.
Drug Alcohol Action Team	Increase the percentage of drugs misusers retained in treatment for 12 weeks or more.
Drug Alcohol Action Team	Increase the number of drug misusers discharged during the financial year who remain drug free.
Education	Increase percentage of supported households helped to access English as a second language (ESOL) courses (as % of those household without English as first language).
Employment	Increase percentage of employees within the service from Haringey (as % of all employees).
Employment	Increase percentage of employees within the service from Haringey and trained by service provider.
Equalities Unit	Various targets relating to the implementation of the Race Relations Amendment Act.
Haringey NHS Primary Care Trust	Number of emergency hospital admissions for older people.

Lead Agency	Target Description
Haringey NHS Primary Care Trust	Increase percentage of supported households helped to access GPs (as % of those without GPs).
Housing	Ensuring that levels of rough sleeping are as close to zero as possible, and at least two thirds lower than the 1998 level.
Housing	Ensuring that anyone who is homeless or threatened with homelessness has access to appropriate accommodation and support.
Housing	Increase the number of domestic violence refuge places (per 10,000 population) which are provided or supported by Haringey Council.
Housing	Haringey Council rent collection and arrears: proportion rent collected.
Housing	Increase the housing advice case work intervention for resolving the situations of households who considered themselves as homeless and who approached Haringey Council's housing advice service.
Housing	Proportion of households accepted as homeless who were previously accepted as homeless.
Housing	Increase percentage of supported households helped to maximise welfare benefits.
Learning & Skills Council	Increase percentage of supported households helped to access literacy classes.
Learning & Skills Council	By 2010, the basic skills levels of 1.5 million adults to improve, with a milestone of 750,000 by 2004.
National Offender Management Service	PM4 – increase the percentage of offenders in suitable accommodation at end of their order/licence, compared to start.
National Offender Management Service	Successful completion of Community Orders or post release licence for ex-offenders.
National Offender Management Service	A reduction or cessation of offending behaviour.
Social Services	Adults with physical disabilities helped to live at home increased per 1,000 population aged 18-64.
Social Services	Adults and older people receiving direct payment increased per 100,000 population.
Social Services	The percentage of learning disabled people receiving services that are from minority ethnic groups increased.
Social Services	Older people helped to live at home increased per 1,000 population 65 or over.
Supporting People Commissioning Body	Enabled transfers of care for older people.
Supporting People Commissioning Body	Supported admissions to residential/nursing care increased per 10,000 populations over the age of 65.

Lead Agency	Target Description
Supporting People Commissioning Body	Number of people placed in long term extra care sheltered housing places, excluding step down provision.
Supporting People Commissioning Body	Admissions of adults aged 18-64 to residential or nursing care per 10,000 population.
Supporting People Commissioning Body	Adults with learning disabilities helped to live at home increased per 1,000 population aged 18-64.
Supporting People Commissioning Body	Adults with mental health problems helped to live at home increased per 1,000 population aged 18-64.
Supporting People Commissioning Body	Improving health outcomes for people with long-term conditions by offering a personalised care plan for vulnerable people most at risk; and to reduce emergency bed days by 5% by 2008, through improved care in primary care and community settings for people with long-term conditions.
The Children's Service	Ensure that all under 18 teenage parents who cannot live with their family or partner are offered supported housing, whether on-site or floating support, to enable them to make a successful transition to an independent tenancy.
The Children's Service	Increasing the participation of teenage parents in education, employment or training thereby increasing their life chances and reducing both social exclusion and the chances of subsequent unplanned pregnancies.
The Children's Service	Increase percentage of care leavers (aged 16) who were in employment, education or training at the age of 19-PAF A4.
Youth Offending Team	Reduce re-offending rate of young offenders.
Youth Offending Team (YOT)	Ensure that most young offenders known to YOT are in Education Employment and Training (EET) by December 2004.



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