

**Appendix 1
Supply Mapping**

TABLE 1.1

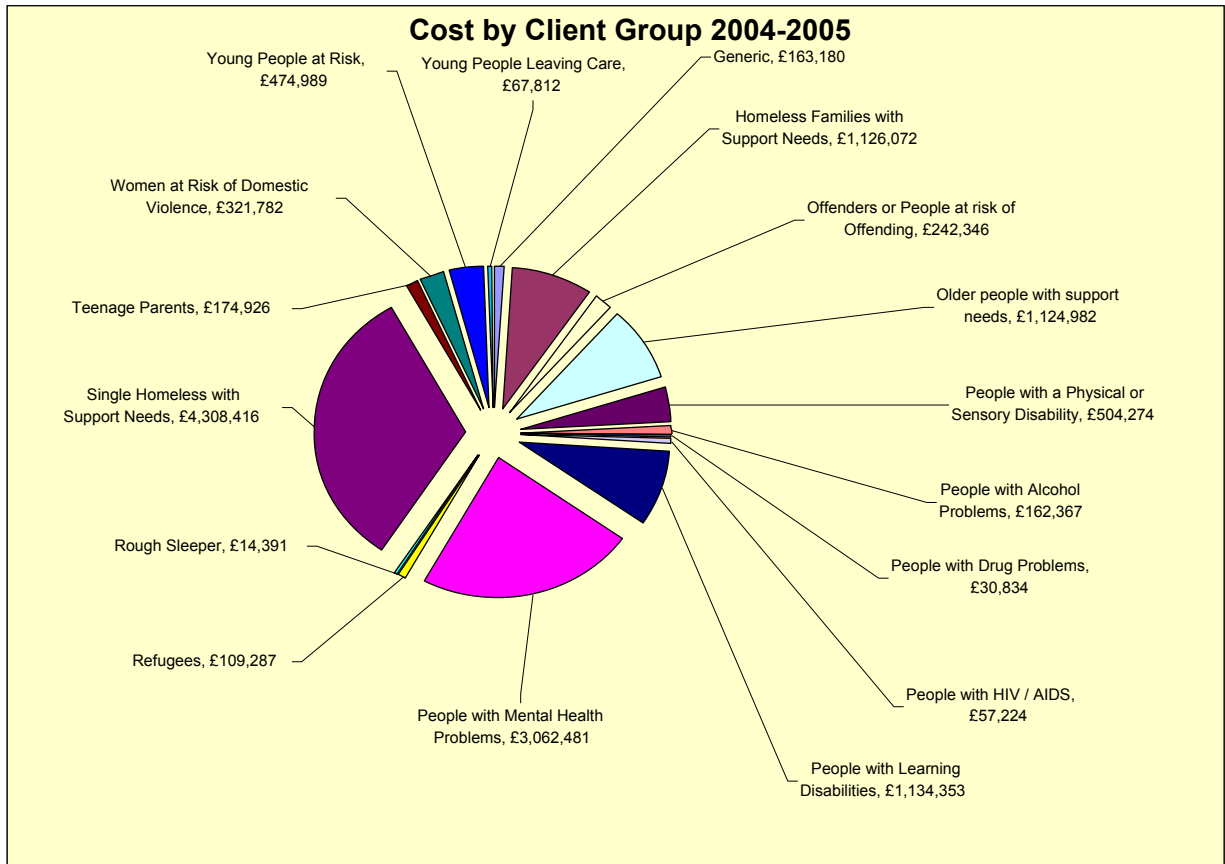


TABLE 1.2

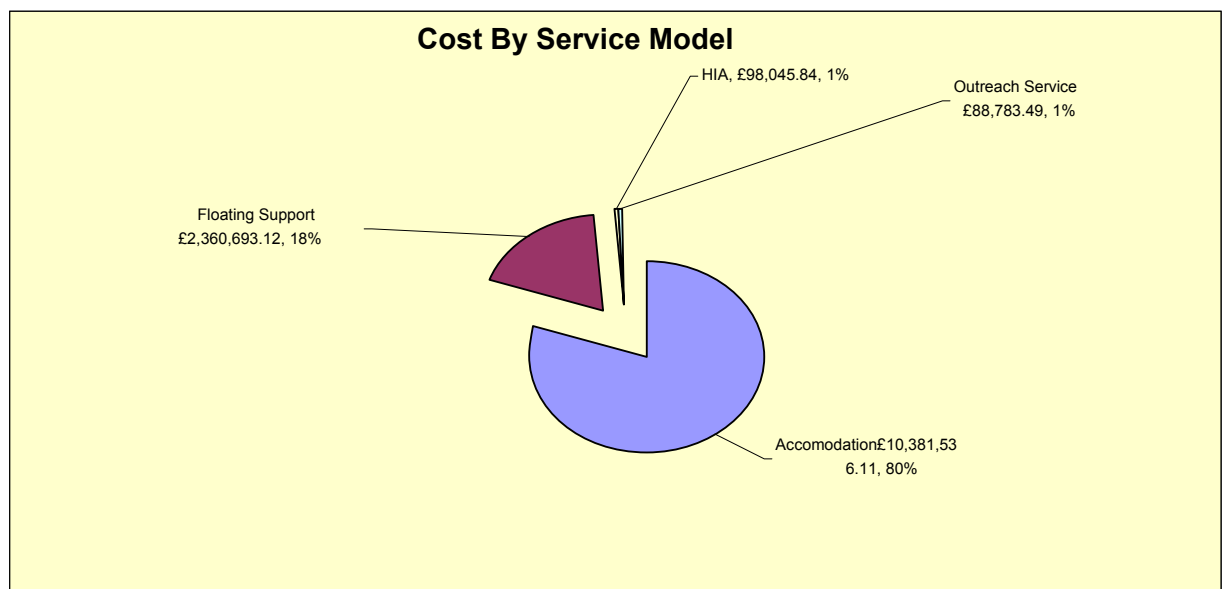


TABLE 1.3 Cost of service for 4 major client groups

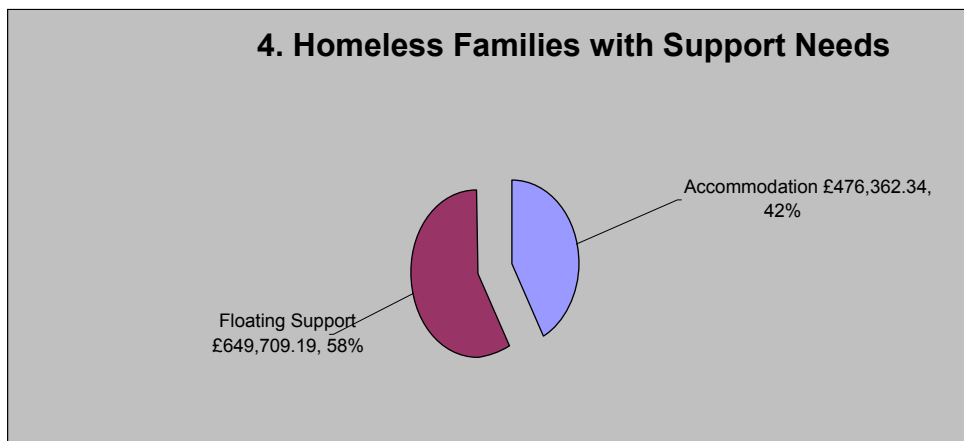
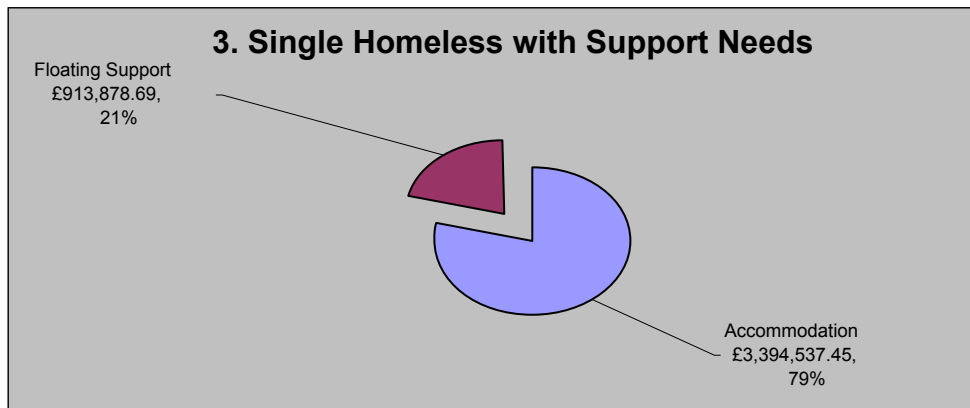
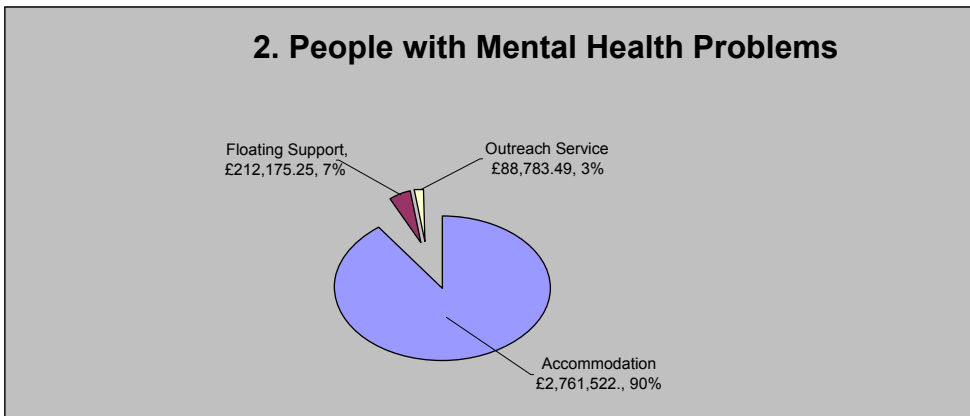
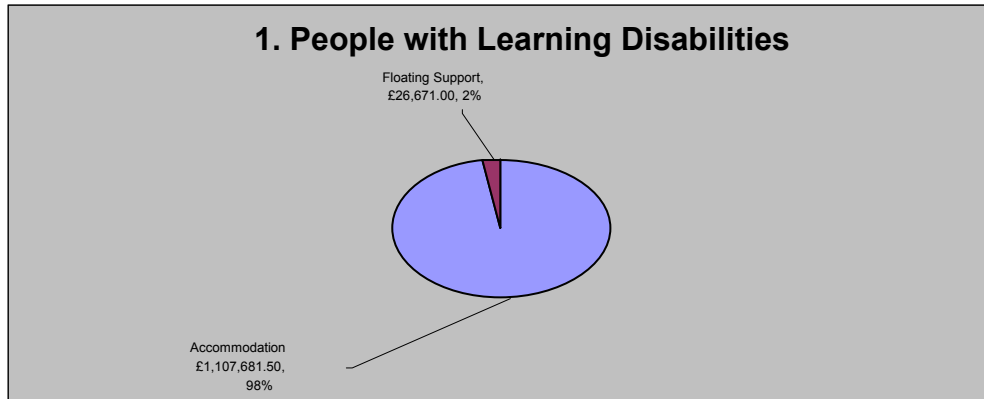


TABLE 1.4 Client Group by number of Services

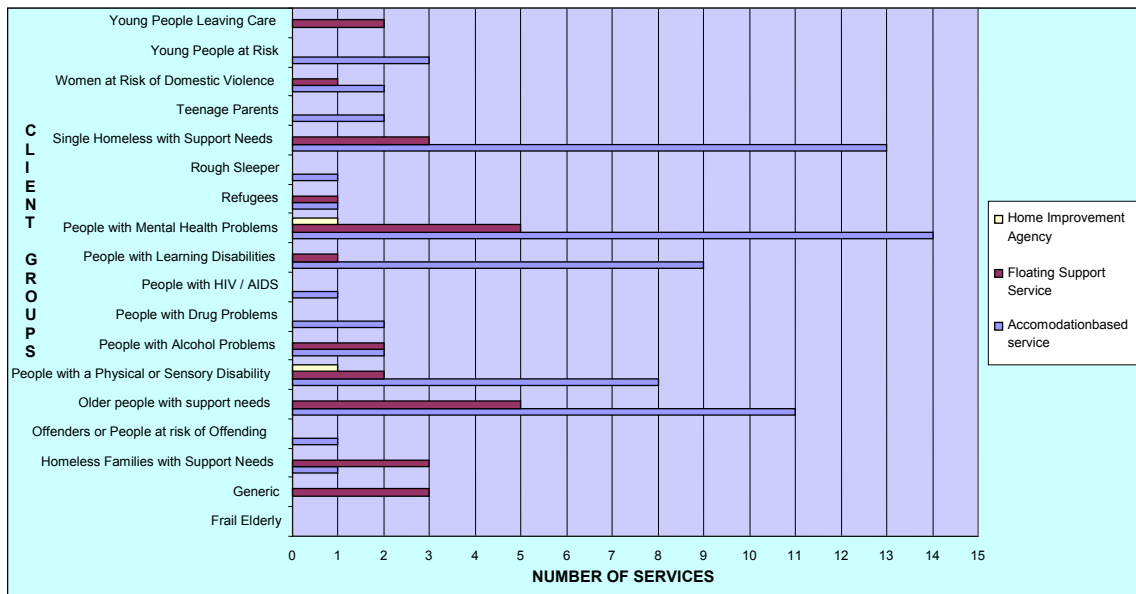


TABLE 1.5 Client Group by Accommodati

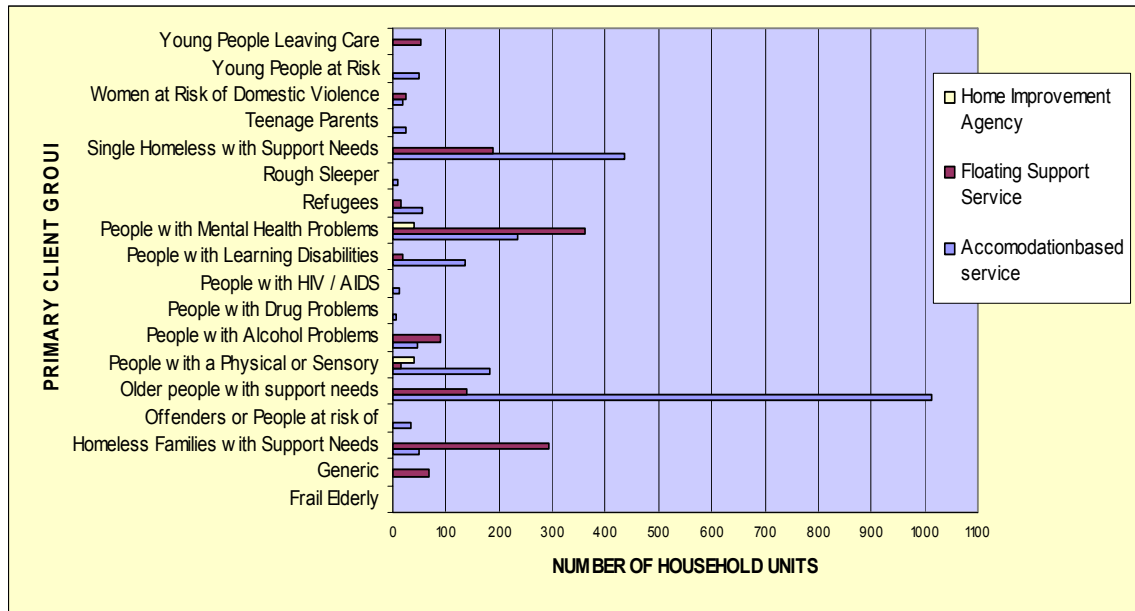


TABLE 1.6a No of Units - Comparison with London Average

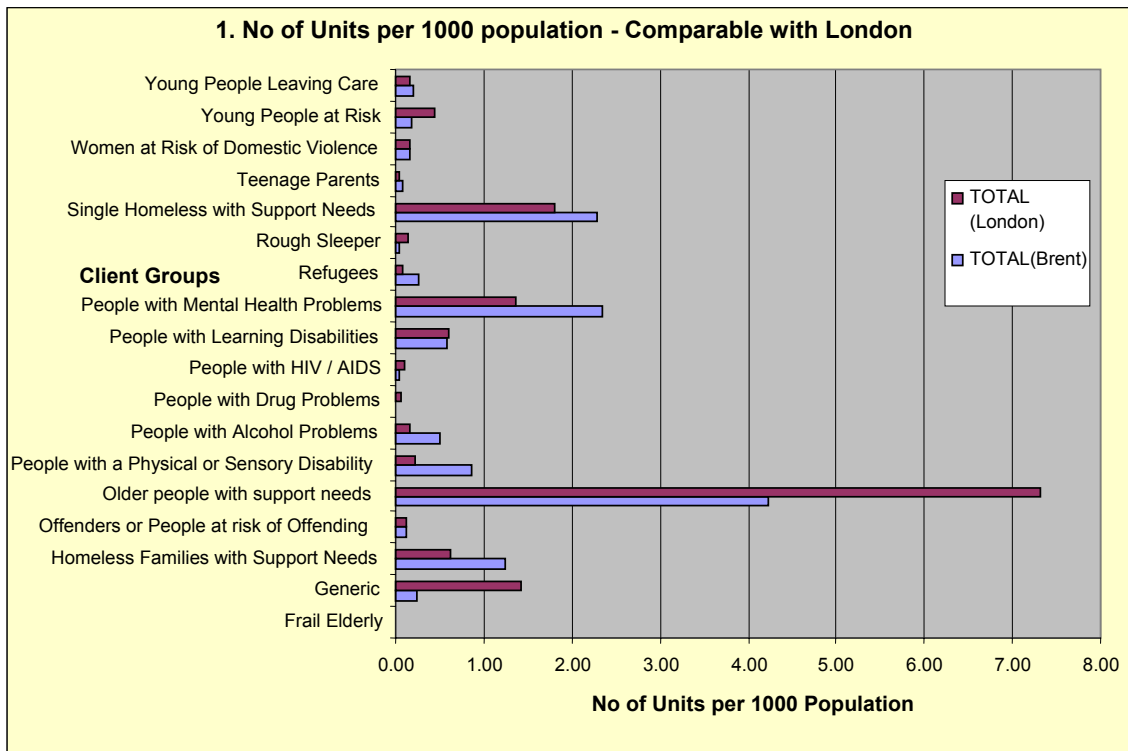


TABLE 1.6b No of units – Deviation from London Average

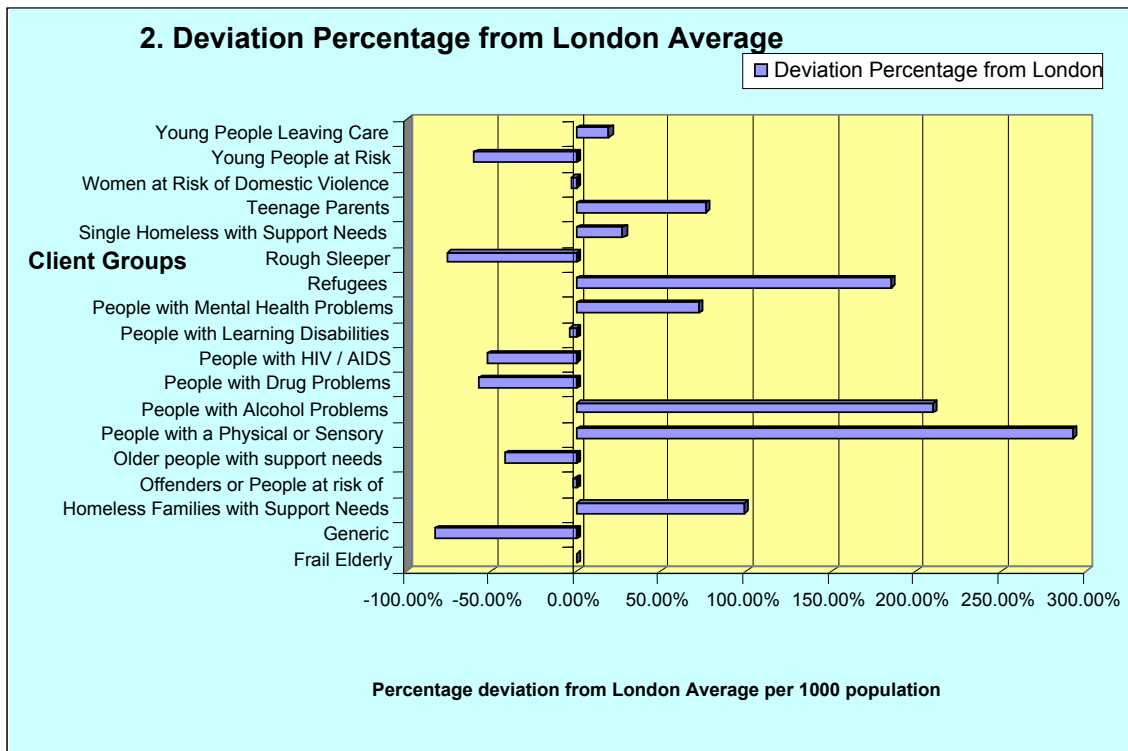


TABLE 1.7a Unit Costs (Accommodation) - Comparison with London Average

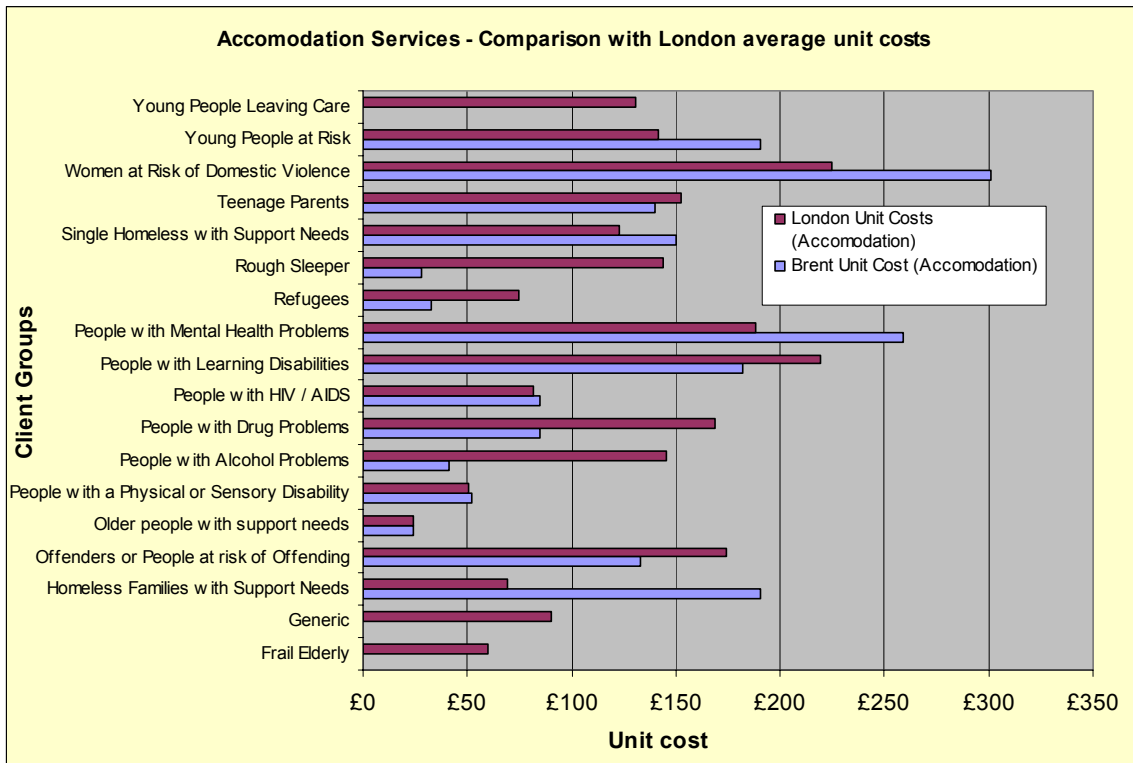


TABLE 1.7b Unit Costs (Accommodation) - Deviation from London Average

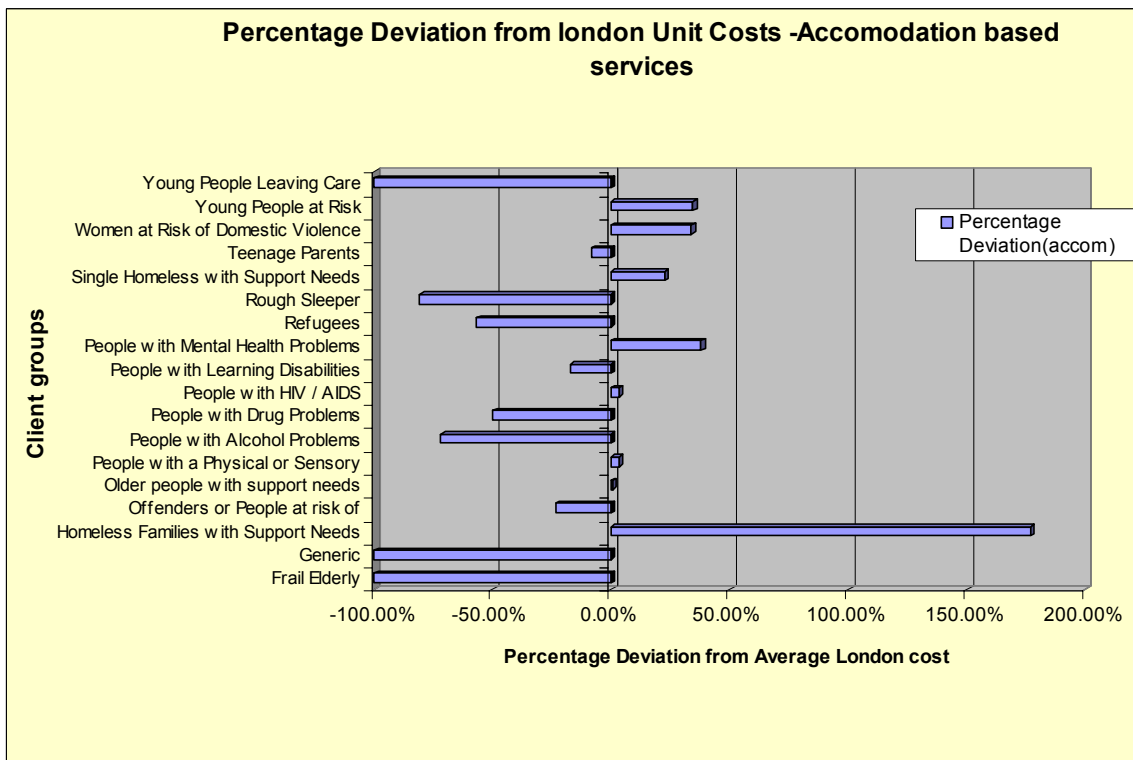


TABLE 1.8a Unit Costs (Floating Accommodation) - Comparison with London Average

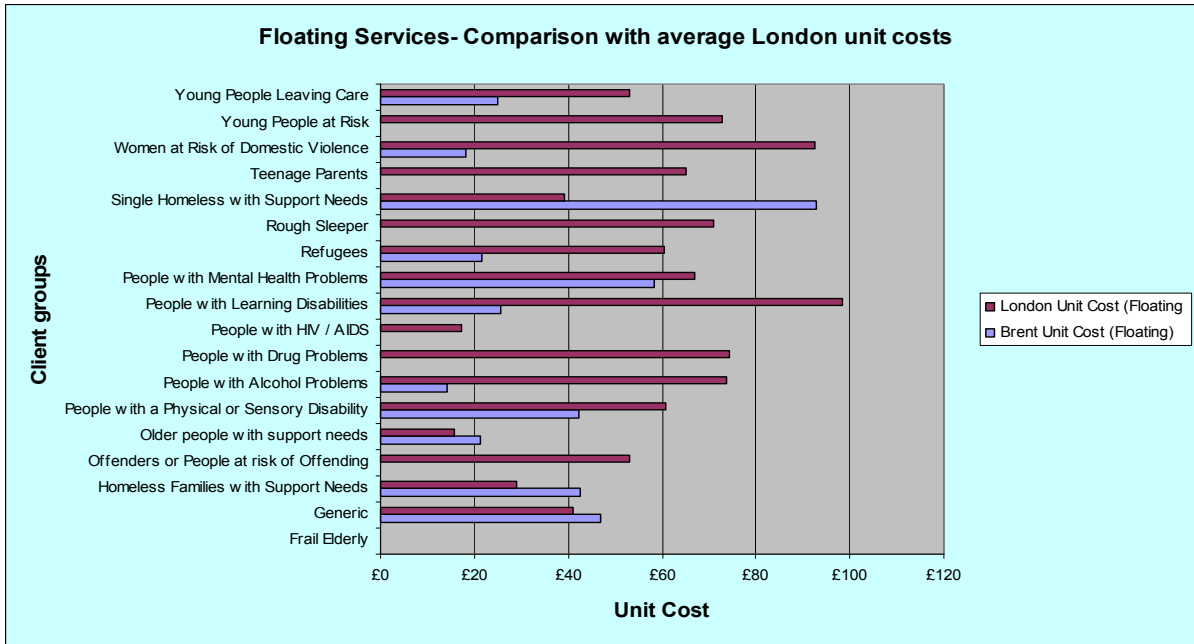


TABLE 1.8b Unit Costs (Floating Accommodation) - Deviation from London Average

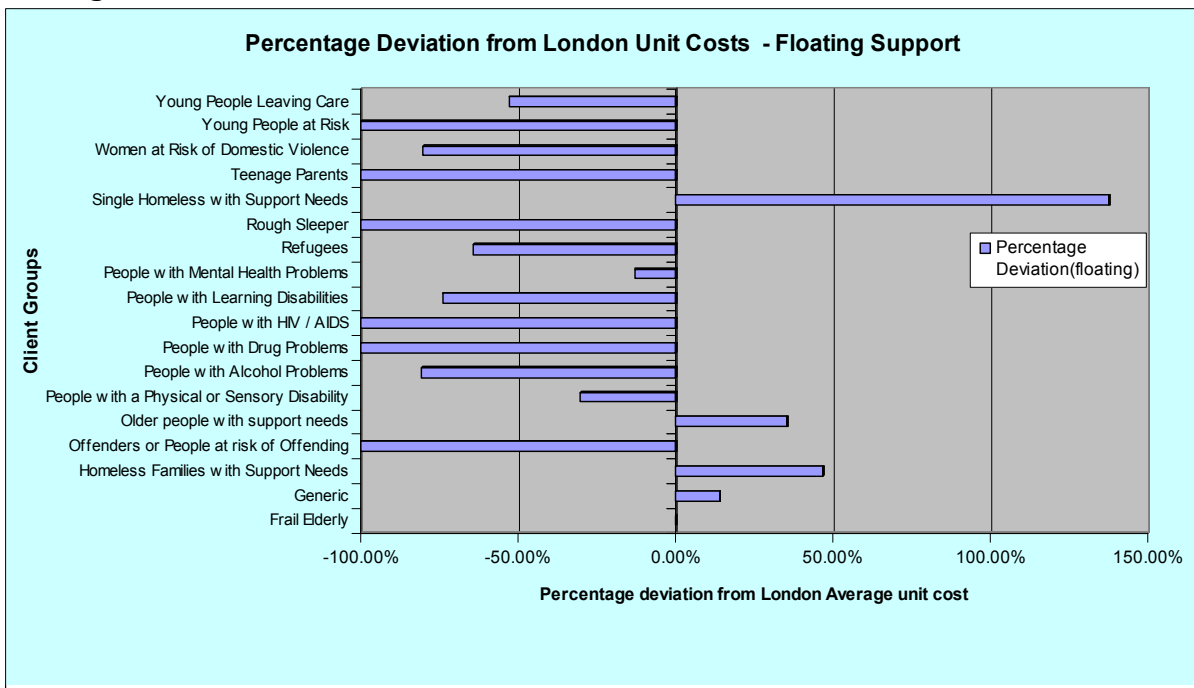


TABLE 1.9 Unit Costs (Accommodation & Floating) - Deviation from London Average

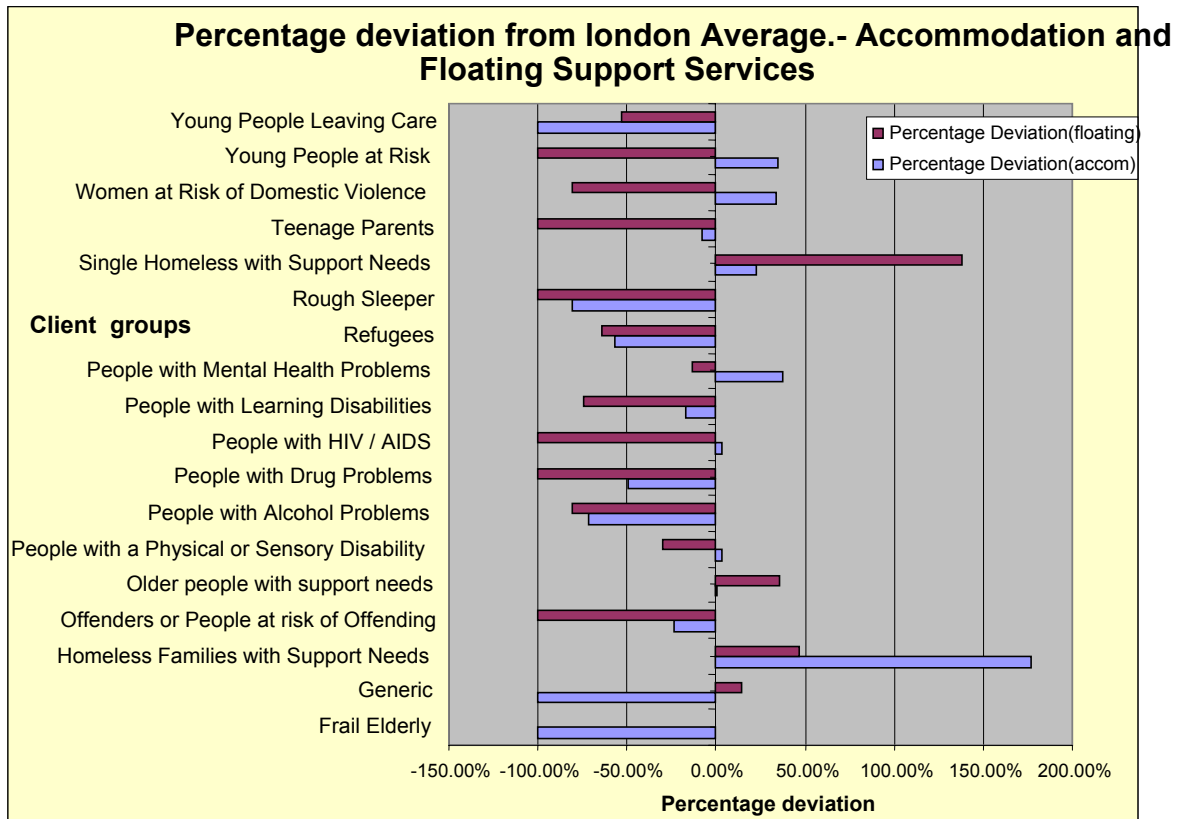


TABLE 1.10 Total number of Units by Provider Types

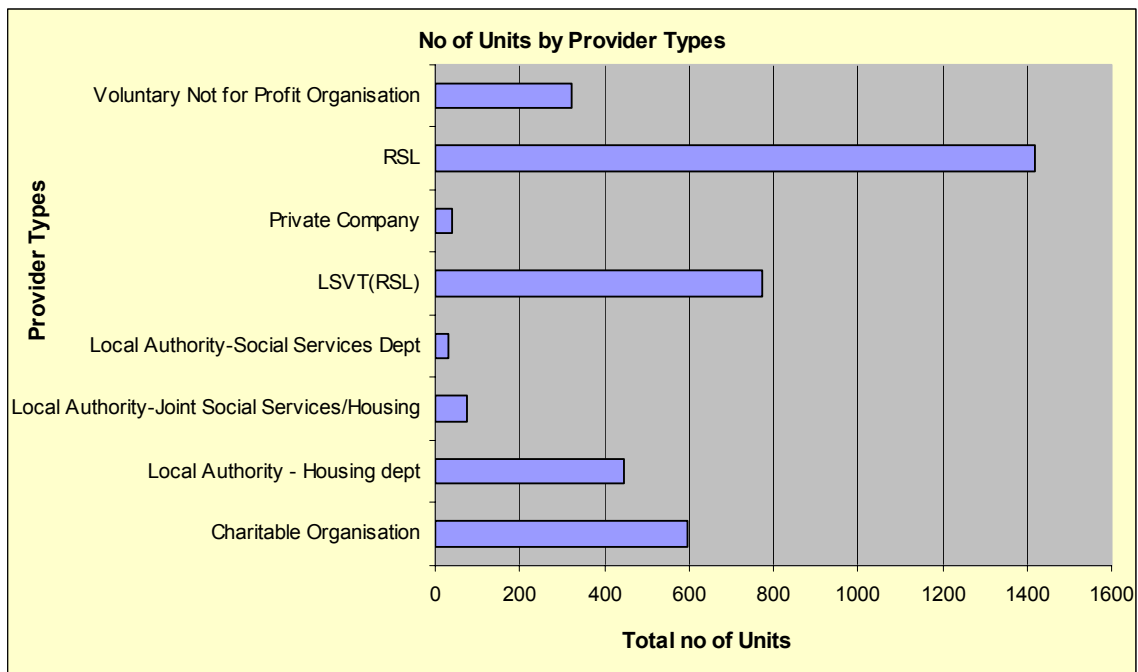


TABLE 1.11 Unit Cost Ranges for 4 Major Client Groups.

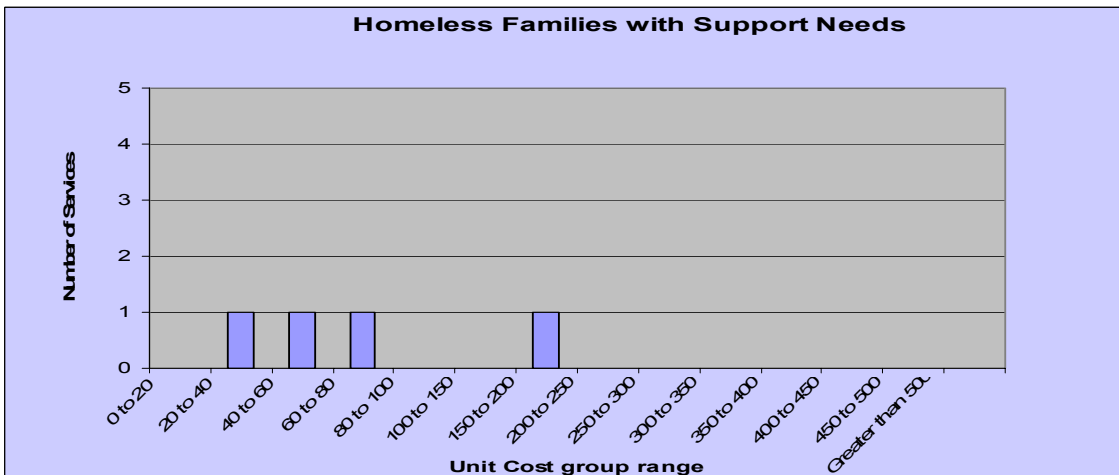
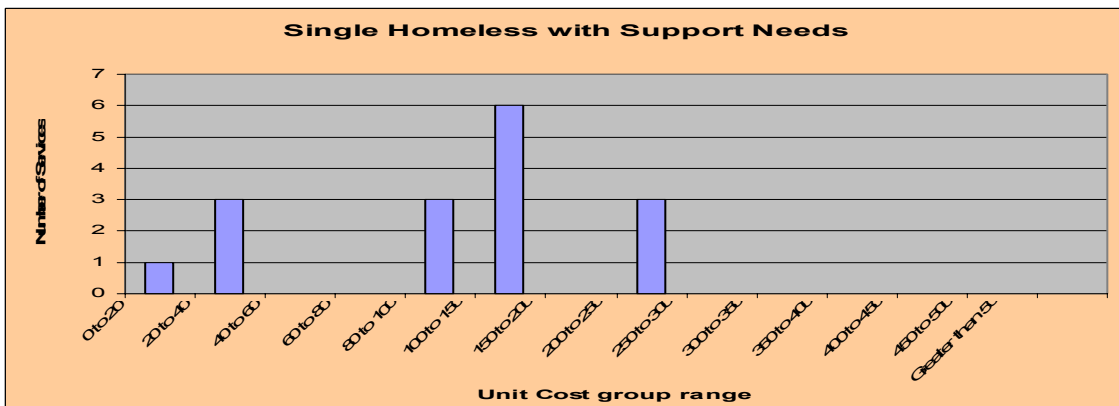
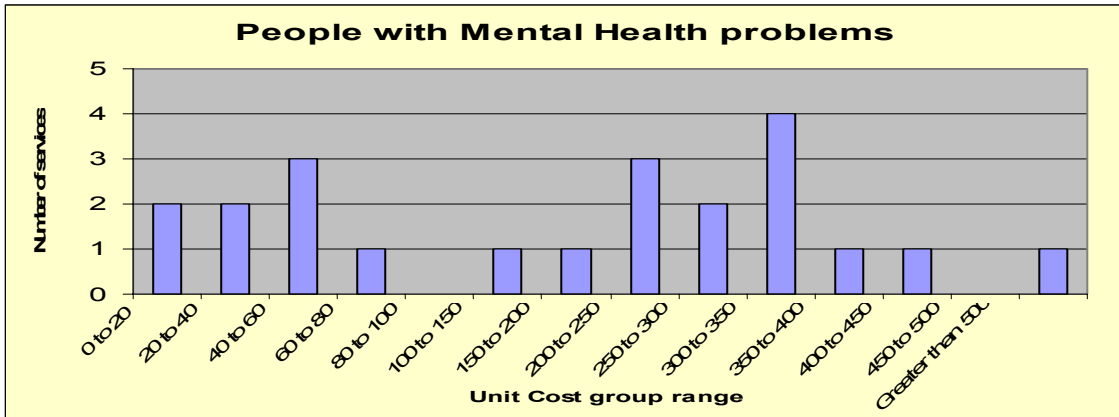


TABLE 1.12 Deprivation Levels

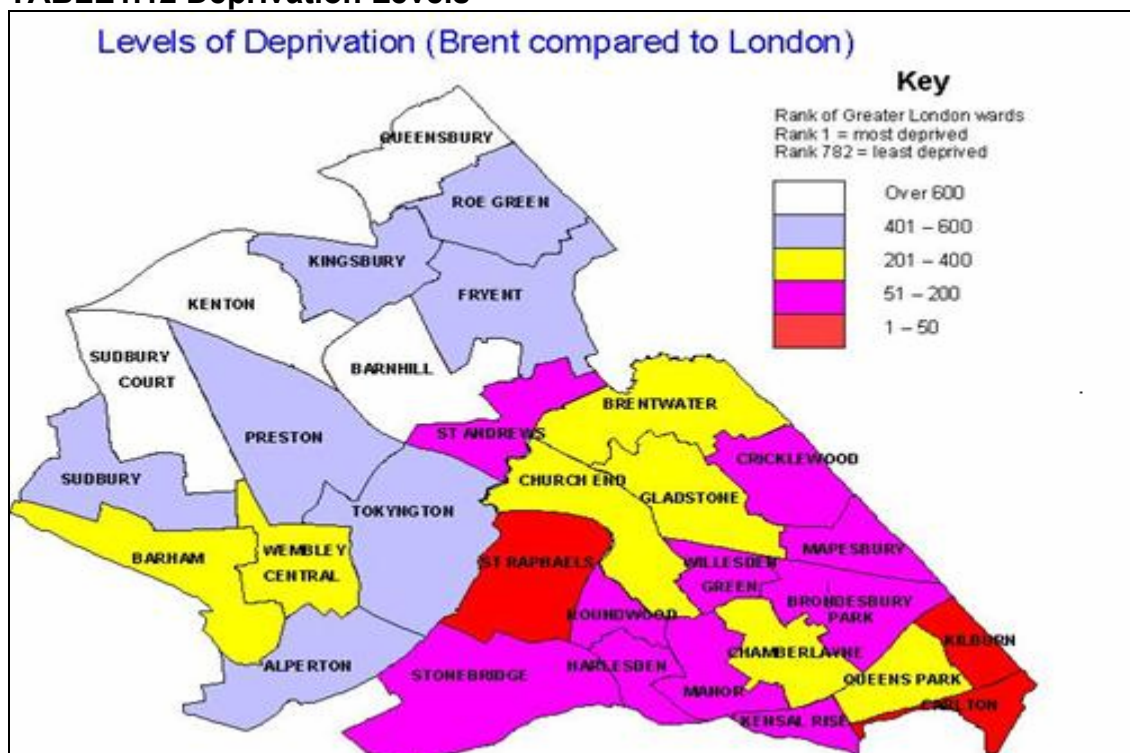


TABLE 1.13 Number of Units of support - Supply Comparison West London

	Brentg	Ealin Hounslow	K&C	Harro w	Hillingdo n	H&F
Mentally disordered offenders	0	0	0	0	0	0
Offenders/at risk of offending	42	41	6	48	6	27
People with alcohol problems	46	30	0	4	0	27
People with drug problems	7	18	0	13	0	0
Refugees	5	65	1	13	0	77
Single homeless	428	110	58	675	8	80
Rough sleepers	10	0	0	49	0	0
Travellers	0	0	0	0	0	0
Domestic violence	19	49	33	19	6	18
Young people at risk	52	137	10	81	38	70
Young people leaving care	4	35	8	52	15	34
People living with HIV/AIDS	13	19	6	13	0	0

TABLE 1.14. Brent Ward data for wards with highest number of under 24 year old births

Source: Brent Strategy for Sexual Health and HIV 2004

Ward	<16	%<16yrs	16-20 yrs	%16-20 yrs	21-24 yrs	%21-24	All ages	%
Harlesden	7	33.3	270	26.5	549	22.1	3613	19.0
Kilburn	4	19.0	178	17.5	359	14.4	3398	17.9
Kingsbury	5	23.8	111	10.9	341	13.7	3127	16.5
Wembley	3	14.3	256	25.1	761	30.6	5244	27.6
Willesden	2	9.5	205	20.1	475	19.1	3597	19.0

Table 1.15- Average Weekly Housing Support Cost per person

Frail Elderly*	£0	£0
Generic	£0	£47
Homeless Families with Support Needs	£191	£43
Offenders or People at risk of Offending	£133	£0
Older people with support needs	£24	£21
People with a Physical or Sensory Disability	£52	£42
People with Alcohol Problems	£41	£14
People with Drug Problems	£85	£0
People with HIV / AIDS	£85	£0
People with Learning Disabilities	£182	£26
People with Mental Health Problems	£259	£58
Refugees	£32	£22
Rough Sleeper	£28	£0
Single Homeless with Support Needs	£150	£93
Teenage Parents	£140	£0
Women at Risk of Domestic Violence	£301	£18
Young People at Risk	£190	£0
Young People Leaving Care	£0	£25
TOTAL	£104	£45

Appendix 2

List of Supporting People Client Groups

SUPPORTING PEOPLE OFFICIAL CLIENT GROUPS
1. Frail Elderly
2. Generic
3. Homeless Families with Support Needs
4. Mentally Disordered Offenders
5. Offenders or people at risk of offending
6. Older People with Mental Health Problems
7. Older People with Support needs
8. People with Physical or Sensory Disabilities
9. People with Alcohol Problems
10. People with Drug Problems
11. People with HIV/Aids
12. People with Learning Disabilities
13. People with Mental Health Problems
14. Refugees
15. Rough Sleepers
16. Single Homeless with Support Needs
17. Teenage Parents
18. Travellers
19. Women at Risk of Domestic Violence
20. Young People at Risk
21. Young People Leaving Care

Appendix 3

LONDON BOROUGH OF BRENT DRAFT SUPPORTING PEOPLE DIVERSITY STATEMENT

In a diverse borough such as Brent equality is central to effective planning and service deliver.

During Supporting People reviews it has been noted that there was less good quality evidenced by more service providers than expected to fair access, inclusion and diversity standards. This gap crosses all services and is not just about a lack of specialist BME (Black and Minority Ethnic) services. It also reflects the low profile of gay, lesbian, bi-sexual and transgender people in services in Brent. Disability, sexuality and faith issues were dealt with inconsistently by providers.

Addressing the needs of one of the most diverse populations in the country has been identified during consultation as a key local challenge for the Supporting People Programme. We have therefore developed this specific statement and action plan to help us focus on this issue, and to ensure that disability, religion, gender and sexuality are dealt with as effectively as race inequality.

In our approach to Diversity, we have referred the Diversity Statements of the London Probation Service and Brent PCT and Brent Council Corporate Diversity Strategy and to the Housing Diversity Strategy.

The objectives of this statement are to:

- Ensure that Supporting People services are accessible to all communities and individuals
- Ensure that Supporting People services are relevant to the needs of all communities
- Eliminate unlawful discrimination across all SP providers
- Develop a comprehensive information base on the make up of Brent's communities, their take-up of SP services and attitudes to service provision
- Use this information to identify needs
- Develop Supporting People services to meet identified needs
- Ensure consultation and involvement with service users, partners and individuals and organisations with an interest in Supporting People services
- Develop effective partnerships to improve existing services and develop new services
- Ensure that the impact of Supporting People strategy, policy and service delivery on equality is kept under continuous review
- Ensure that the aims and objectives of this strategy are shared by our partners and all providers of housing support services in Brent.

CONTEXT –

Population

An accurate profile of the borough is available from 2001 Census data. Some key points include:

- The population has increased by 22,700 since 1991 to 263,464 in 99,991 households. This is the 8th largest increase in London, following a period in which the borough population had declined.
- Brent has the second lowest percentage of white households (45.3%) in London and in England and Wales as a whole.
- Brent has the largest percentage of people (38.2%) born outside the EU and the fifth highest percentage of people (8.4%) born elsewhere in the EU
- The largest ethnic minorities in Brent are Indian (18.5%), Black Caribbean (10.5%) and Black African (7.8%)

Brent shares some broad demographic features with other West London boroughs, in particular a higher proportion of residents in the age groups from 20 to 39 than the national average. Although Brent has high levels of single person households expected in London, it also has the 2nd highest average household size in London and the 12th highest number of lone parents.

Brent is one of only two boroughs in the UK where the BME community as a whole is a majority. Brent's population as a whole tends to be younger than the national average. However, the number of people from black and minority ethnic groups who are over 65 will double in the next five years. This represents a particular challenge to service providers for older black and minority ethnic people. In addition it should be noted that 75% of Brent's school children are from ethnic minority groups. This is why diversity has to be mainstreamed in Brent.

Table 1: Population by ethnicity

	Ethnic Group	Total	%
White	British	76,893	29.2%
	Irish	18,313	7.0%
	Other white	24,072	9.1%
Mixed	White and Black Caribbean	2,739	1.0%
	White and Black African	1,739	0.7%
	White and Asian	2,529	1.0%

	Other Mixed	2,795	1.1%
Asian or Asian British	Indian	48,624	18.5%
	Pakistani	10,626	4.0%
	Bangladeshi	1,184	0.4%
	Other Asian	12,628	4.8%
Black or Black British	Caribbean	27,574	10.5%
	African	20,640	7.8%
	Other Black	4,123	1.6%
Chinese or Other	Chinese	2,812	1.1%
	Other	6,173	2.3%

Although the Census provides valuable information, there are some limitations. Most obviously, the ethnic categories are broad. Within each heading, the real picture is much more complex. For example, Black Africans will include people from many different countries and cultures and Other White will include people from other European countries, including many who may be refugees or asylum seekers.

We recognise that by identifying all these groups, we cannot say that specific Supporting People services for each group will be developed, or are desirable. Identifying the ethnic diversity in our community shows why it is essential that all organisations aim to serve all their users as individuals, diversity must be actively mainstreamed. However, there are some minority groups where research specialist services may be useful, some refugee groups, some services for particular groups of disabled people, people with HIV etc.

Table 1 gives general information about ethnic backgrounds, but does not necessarily tell us anything about the housing needs and aspirations of the households that make up these communities. For example, the Asian and Black African categories include communities that have been established in Brent for many years as well as much newer and, in most cases, smaller communities. The needs and aspirations of these groups will be very different.

Religion

The Census asked about religion for the first time in 2001. As with the overall population figures, data on religion needs to be treated with caution since religious beliefs cut across different cultures and nationalities, but the figures add to the overall picture of Brent's diversity.

Table 5: Religion

All People	Total	%
Christian	125,702	47.7%
Buddhist	2,497	0.9%
Hindu	45,228	17.2%
Jewish	6,464	2.5%
Muslim	32,290	12.3%
Sikh	1,738	0.7%
Other	2,977	1.1%
No religion	26,252	10.0%
Religion not stated	20,316	7.7%

Race equality scheme

The Council's revised Race Equality Scheme was adopted on 1st June 2003. Development of the scheme and, in particular, the completion of impact assessments of strategy, policy and service delivery, will inform the development of this strategy.

Disability

We have provided a lot of information about disability in the needs mapping section of this strategy. As with race issues mentioned above, it is essential that disability issues are dealt with by all providers, that the terms of the Disability Discrimination Act are applied fully, and that the aims of Independence Matters are promoted by all our providers. The terms of the Disability Discrimination Act have recently been broadened to include people with HIV and other long term limiting illnesses from the time of diagnosis, this is further evidence of the need to ensure that principles of inclusion required by the Act are fully complied with by all service providers, not just those specifically providing services for people with obvious mobility disabilities, a common misconception.

Some practical actions where Supporting People programme can contribute are:

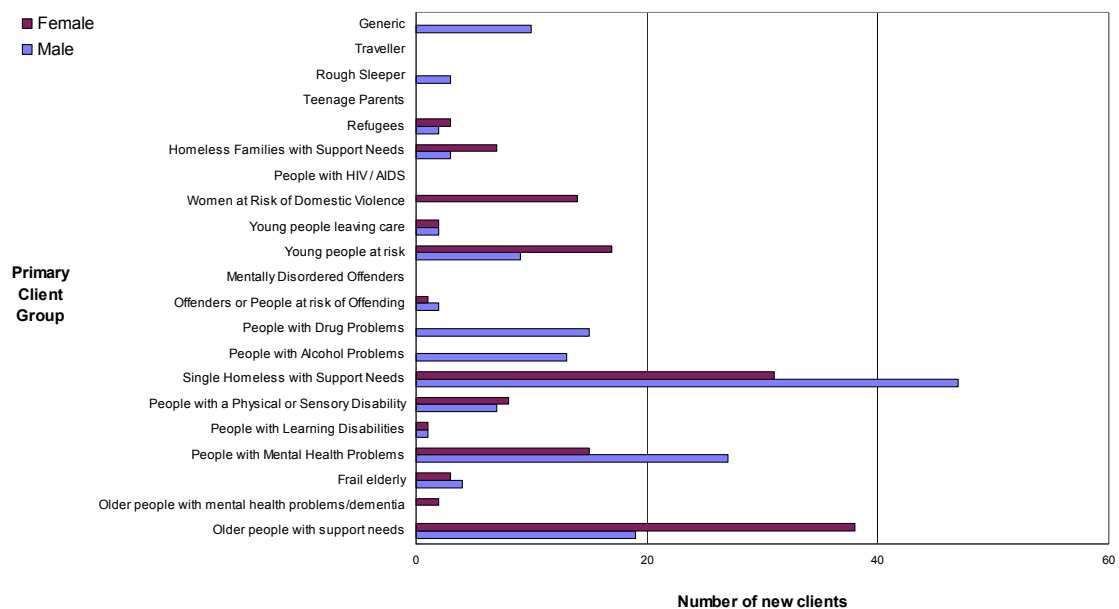
- Developing skills and awareness of staff in dealing with all types of disabilities
- Review criteria and access to SP services, make sure they are not discriminatory, publicising SP services available to disabled people
- Supporting disabled people to access other services to meet their needs and aspirations
- Ensuring the role of housing support is reflected in joint commissioning strategy for disabled people
- Work with carers to enhance services for disabled people

- Listen to the views of service users and potential service users who are disabled including using advocates to help with this, collect information on their satisfaction
- Develop training and work opportunities and employ disabled people within Supporting People services
- Encourage take up of direct payments to promote independence amongst disabled Supporting People clients
- Make information available in a range of formats, including use of British Sign Language
- Make sure the views of disabled service users are considered when planning new services

The Supporting People team will support this by reviewing approaches to disability with providers, and with training opportunities.

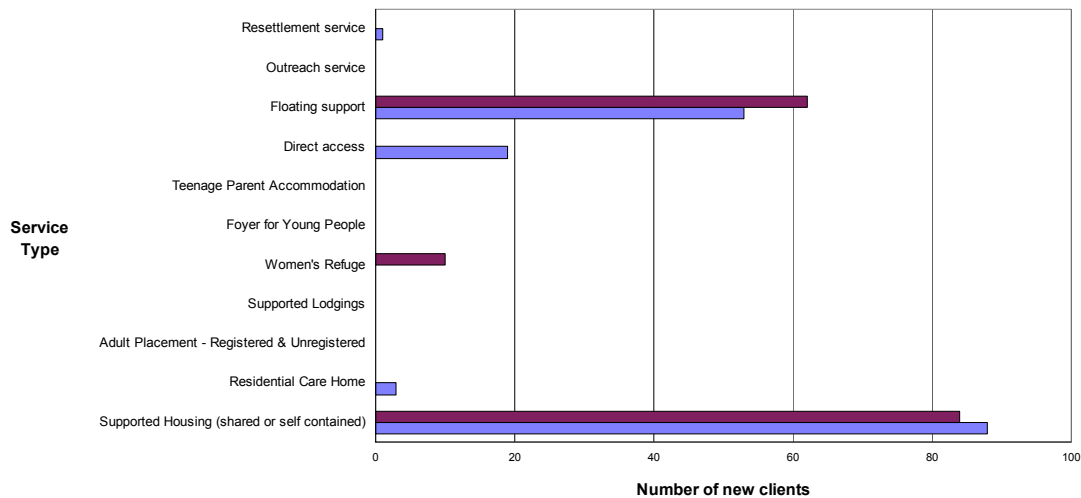
Gender and Sexuality Issues

The charts below show the breakdown of new clients receiving Supporting People services from April to September 2004, by gender and client group. Of the 322 people who accessed services the overall balance was approximately 50/50, but the balance across different client groups and service types varied markedly, as shown below. Women are more likely to access floating support services than direct access and supported housing or registered care.



■ Female
■ Male

New Clients in each Service Type - April -Sep 2004



Some issues for women which have been identified during our consultation include:

- The health and support needs of women from East Africa, and of the increasing numbers of trafficked women from a range of countries, this issue was raised by women service users themselves, and also by Eaves Housing, one of the few providers of SP services specifically for women in Brent
- The needs of women escaping violence
- 70% of Muslim women in Brent cannot speak or read English.
- The high numbers of teenage mothers in Brent
- The increasing numbers of women accessing Cricklewood Homeless Concern homeless day center and other services
- The under-representation of Asian women in the mental health service
- The design issues raised by need to have separate cooking and bathroom facilities for women in shared housing

These issues are dealt with in the needs mapping section of this strategy, although we also make a commitment to ensuring, through monitoring and discussions with providers, to ensure that all services consider the specific needs of women.

Equality Standard for Local Government

In parallel with the development of the RES, the Council will be working towards meeting the Equality Standard for Local Government published in October 2001. This includes: consultation on equality issues, to promote equal opportunities and to redress any inequality in all aspects of our service delivery, not just that relating to race, carry out equality impact assessments, develop plans and set

targets for race, gender and disability to ensure equal access to services, to implement a programme of staff training. We believe that we will meet Level 2 and made good progress towards Level 3 of the Standard by April 2005. We need to work very actively with our partner organisations to ensure that all contracted services are delivered to the same high standards.

GAPS AND ISSUES

Knowledge about community needs

Although a lot of information is available and, in carrying out Supporting People needs mapping, we have developed good working relationships with partner organisations representing BME and disabled communities, there is still a long way to go before we can claim to have a complete understanding of housing and related support needs. We will be helped by ongoing consultation on this and other strategies. Better monitoring, establishing performance indicators and targets and the implementation of the Race Equality Scheme will also assist.

We will use the available information and develop new sources to create an understanding of the needs of all communities in the borough. We will also work with our partners across West London to develop a strategy that covers the whole sub-region.

In particular, we are aware that Brent's ethnic and religious communities are dynamic and changing. New communities may find it much harder to understand and engage with local authorities and other agencies and their needs may not be recognised or understood. This statement is just a start, we need to make special efforts to reach groups for whom traditional methods of consultation and involvement may not be appropriate. As well as using established consultation forums, we will develop new mechanisms, including more informal and personal approaches, and link into existing groups. In particular, we aim to widen participation and involvement of service users, to ensure that excluded groups have the opportunity to participate in service planning and delivery.

Supporting People Service Delivery

Gaps in information about community needs mean that the Council cannot always be sure that it is delivering the right services in the right way. With Supporting People services, delivered to the most vulnerable in the community via third party providers, this is even more difficult.

Collecting information about levels of satisfaction with service delivery is particularly difficult. The Council monitors complaints, and carries out surveys in preparation for Supporting People contract reviews. Our provider partners carry out similar monitoring. However, we do not have comprehensive information and feedback on satisfaction with the Supporting People services and we do not have

enough information about the performance of our provider partners in this area. A number of initiatives will be taken over the next year to address this:

- The impact assessment of this strategy to be carried out under the Race Equality Scheme will assist in clarifying the issues
- We will work to monitor the performance of our partners and develop common standards
- Client Record Monitoring of Supporting People services will provide robust data about take-up of services and outcomes. However, an issue that has been identified is the need to improve the standard of data collection and monitoring through the Client Record Forms, to ensure that all new service users are recorded, so that information can be used to accurately plan new services.
- Information from reviews and satisfaction surveys will enable comparison of satisfaction levels in different communities
- Providers need support in reaching level C and above when assessed against the SP Quality Assessment Framework

Cross-boundary issues

BME communities and neighbourhoods do not necessarily conform to borough boundaries. As noted earlier, we have developed a West London Supporting People Strategy, which addresses issues shared by communities across different boroughs. This is especially important as increased choice and cross-borough housing developments increase mobility to all households in housing need.

Resources

As noted earlier, Supporting People resources from central government are under pressure. There is a danger that this will reduce local flexibility and our ability respond to community needs at the borough or neighbourhood level. This makes it all the more crucial to ensure that the Supporting People programme is targeted at those in most need, and that planning decisions are based on good quality needs mapping.

Action and Monitoring

Table 1 below is our action plan for addressing these issues. We will monitor this both through the client record monitoring, performance monitoring and contract review information provided by providers, through reporting this to the SP Core Strategy Development Group and through reports to the Provider Forum.

DIVERSITY AND SUPPORTING PEOPLE – ACTIONS

Priority	Action	Lead	Target Date/Milestones	Comments & Updates
Implementation of Race Equality Scheme and Local Government Equality Standard	1. Carry out Equality Impact Assessments on the Supporting People Strategy	SP team	1. Scoping Mid March 2005 2. Initial Report June 2005 3. Completion by July 2005	This will be an assessment of this strategy on groups, including disabled people, gender, faith and BME community
	2. Incorporation of Impact Assessment Findings into this strategy	Helen Duckworth	Dec 2005 - first strategy update	
	3. Local Government Equality Standard ESLG Levels 1. All aspects of service reaffirmed 2. All aspects of service achieved 3. All aspects of service achieved 4. All aspects of service achieved 5. All aspects of service achieved	Housing and Social Services Depts	1. March 2004 2. Dec 2004 3. Dec 2005 4. Dec 2006 5. Dec 2007	Objectives and targets for meeting the LGES are set out in the Compliance Framework for the Housing Service.
Ethnic Monitoring	1. Ensure that providers are completing Client Record Forms effectively and consistent monitoring systems are in place for Supporting People services 2. Regular reports to Steering	SP team	Ongoing	Objectives and targets to be agreed with providers

	Group and to Providers 3. Data reviewed 6 monthly with individual providers			
	Ensure that monitoring information is used to inform service delivery and development through regular analysis and reporting	1. Senior Management Team 2. Providers 3. SP team	Quarterly reporting Quarterly monitoring meetings with providers	
Performance Reporting	1. Equalities objectives and targets to be included in all Contract Review Reports	Providers and SP team	Ongoing	
	2. Progress against equality targets to be included in quarterly performance reports to Senior Management team	SP team	Quarterly from August 2003	This is already ongoing
	3. Targets in this strategy and for individual providers to be kept under review and amended/updated as appropriate	Providers and SP team	Ongoing	
Improving Information Base	1. Carry out joint analysis of data across West London	SP team		
	2. Analysis of ethnic monitoring, customer satisfaction and complaints data	SP team	Quarterly info	Reported regularly to Steering Group
Consultation and Involvement	1. Launch of Supporting People Strategy	SP team	April 2005	
	2. Specific consultation meetings with BME, disability, faith and other minority groups to inform future	Policy and Research and SP team	As required and ongoing	

	planning			
Working with Providers	1. To ensure that all providers recognise the importance of ensuring sexuality, gender, disability and faith issues are dealt with effectively in their services	Providers and SP team	Ongoing	
	2. Encourage joint working and capacity building with specialist ethnic minority, disability and cultural groups in the borough to develop awareness of the needs in the borough	Providers and SP team, stakeholders, through Inclusive Forum and Provider forum		To invite attendance at forums to share experience Attendance at events
	3. Develop training and support for all providers to improve approaches to diversity and to share good practice	Corp. Diversity Team and SP team	Training Programme to be in place by April 2005	
	4. Only offer a Steady State (new) contract to providers who can provide good enough evidence of compliance with the basic (Level C) standard of the Supporting People Quality Assessment Framework.	Sp team	Ongoing from issue of first steady state contracts	This is an ODPM requirement
	5. Develop Capacity Building programme for small and specialist providers	SP team	July 2003 onwards	
	6. Promote the adoption of the Housing Corporation's Race Equality	SP team Corporate	Ongoing	

	Scheme by Providers RSLs.	Diversity Team		
	7. Work with RSLs to encourage the development of representative Service user groups		Ongoing	This will be monitored through the Performance Monitoring and Contract review prog.
	8. Write statement for tender documents giving preference to contracting with providers who can offer a reasonable level of language support to those who need it	VM	By April 2005	
Racial Harassment	Publicise and ensure providers participate in Brent racial harassment panel and partnerships and are aware of the strategy	David Suen	Ongoing	
Access to Services	1. Ensure service information is available in translation and that interpreting services are available	All providers	Ongoing	
	2. Ensure that user satisfaction is measured and analysed	All providers	Ongoing	
	3. Ensure effective consultation with service users and community groups	SP team and providers	Ongoing	
	4. Consider additional services for women, specific ethnic minority groups and people with sensory impairments	With community groups		

Brent Council's strategic diversity policy statement clearly summarises its position in terms of our vision and values;

"Brent Council is committed to ensuring that the services we provide are relevant to the needs of all sections of the community and that our workforce represents the people we serve.

We aim to ensure that our services meet the varied individual needs and expectations of local people and that everyone has equal access to services, regardless of their race, heritage, gender, religious or non-religious belief, nationality, family background, age, disability or sexuality. We recognise that services must be relevant, responsive, and sensitive, and that the council must be perceived as fair and equitable in its provision of services by our service users, by our partners and the wider community. We aim to ensure that our contractors and others who deliver our services also share our vision and values.

We also recognise that we work in a richly diverse community and understand the strategic importance of achieving a diverse workforce, which reflects that community. We undertake to recruit, develop and retain the most talented people by valuing the varied skills and experiences they bring to Brent Council; by investing in their training and development; by treating staff fairly and equitably; by combating harassment and discrimination at work, and by encouraging an honest and open culture which values the differences between us.

As a council we recognise the important leadership role we have in promoting and encouraging tolerance, fairness and equality and in influencing other service providers and employers. Brent Council undertakes to work closely with local people, businesses, employers, voluntary and community groups and our other partners to build a more tolerant, compassionate, and respectful place in which we can all live and work."

London Probation Service - Diversity Statement

Diversity underpins all of our work and is at the heart of what we are and what we do. It goes beyond the legal requirements of the Equal Opportunities legislation. It is about valuing, respecting and celebrating differences between individuals as well as utilising their talent and experiences allowing them to contribute their best. We believe this can be done through creating a mutual understanding and learning environment based on inclusion that contributes towards meeting the needs of our diverse staff, offenders, victims and communities

Appendix 5

TIMETABLE FOR SUPPORTING PEOPLE SERVICE REVIEWS

2003/4	2004/2005	2005/2006
People with Learning Disability	Floating Support for Homeless People	Homeless Families
People with Physical and Sensory Disabilities	Rough Sleepers	Teenage Parents
People with HIV/Aids	Single Homeless	Women At Risk of Domestic Violence
People with Mental Health Problems	Refugees	ECHG single homeless floating support (3 year contract due for review)
	Young People and Young People Leaving Care	Older People
	People with Drug and Alcohol Problems	Disabled Facilities Grant admin contract
	Offenders and Ex-offenders	

Appendix 6

OUTCOME OF QAF ASSESSMENTS – COMPLETED REVIEWS

DECEMBER 2004

Services for Offenders, Young People, Dug and Alcohol

Core Objectives LEVEL

	A	B	C	D
C1.1	0	2	2	4 ¹
C1.2	0	3	1	4
C1.3	0	0	5	3 ³
C1.4	0	3	1	4
C1.5	0	0	5	3
C1.6	0	3	2	3

Total number services = 8

Services for People with Physical Disab.

LEVEL

Core Objectives

	A	B	C	D
C1.1	1	1	9	2
C1.2				
C1.3	1	3	7	2
C1.4	0	4	2	7
C1.5	0	7	6	0
C1.6				

Total number of services = 13

Criteria:

- C1.1 – Needs and Assessment
- C1.2 - Support Planning
- C1.3 – Security, Health and Safety
- C1.4 – Protection from Abuse
- C1.5- Diversity
- C1.6 - Complaints

Mental Health Services

LEVEL

Core Objectives

	A	B	C	D
C1.1	1	5	10	6
C1.2 ²				
C1.3	1	3	10	8
C1.4	3	0	3	16
C1.5	0	2	8	12
C1.6				

Total number services = 22

Learning Disab. Services

LEVEL

Core Objectives

	A	B	C	D
C1.1	0	6	0	4
C1.2				
C1.3	0	5	2	3
C1.4	3	4	0	3
C1.5	0	6	1	3
C1.6				

Total number of service= 10

¹ * Highlighted in Blue is the number of Providers who achieved 'D' within the remaining core objectives.

² Those core objectives shade in yellow were not completed during the first year of reviews.

³ * Highlighted in RED is the number of Providers who achieved 'D' for C1.3 and C1.4 in the 4 categories.³

APPENDIX 7

Supporting People Governance and Commissioning Structures

The joint planning arrangements in Brent are built around specialist sub groups focusing on individual client groups. Groups such as Priority Action Groups/LITs such as the LIT for Older People, Learning Disability Partnership Board, Drug and Alcohol Group have developed to ensure joint working on the strategic planning for client groups such as older people, those who misuse drugs and alcohol, people with learning disabilities and mental health problems. These groups act as sub groups of the Brent Health and Social Care Partnership. Supporting People relates to these planning groups, and to other planning groups which cover client groups such as Domestic Violence and Homelessness.

1. Supporting People Commissioning Body

The Supporting People Commissioning Body for Brent is located within the Health and Social Care Partnership Board. (see below)

Membership

The Health and Social Care Partnership Board has a wider membership, but in relation to decisions in relation to Supporting People the only voting members of the Partnership will be as follows:

Brent Social Services - Janet Palmer, Assistant Director
Brent Housing Services – Martin Cheeseman, Director
Brent Primary Care Trust - Samih Kalakeche (Joint Commissioning Manager)
London Area National Probation Service – Will Jones (Head of Brent Area London Probation)

Purpose

The Commissioning Body has overall responsibility, including financial responsibility, for the Supporting People programme in the Borough.

2. Supporting People Steering Group (Core Strategy Group)

The Supporting People Steering Group (fulfils the role described by the ODPM as the Core Strategy Group) is the Supporting-People specific body responsible for overseeing the Supporting People programme on a day to day basis.

2.1 Membership

Nominees from:

- Housing Service – Lead SP Officer and 1 X Deputy Director
- Social Service- 2 Representatives at Deputy Director Level, representing Commissioning of services to Adults. 1 rep to represent children and young people.
- Social Services- one rep to represent charging service user issues
- Health Trust- one representative
- London Area Probation Service- one representative
- Providers – Chair of Brent Supporting People provider forum
- Providers- one sheltered housing rep
- Providers- other Voluntary sector provider nominated by the SP provider group

2.2 Purpose

The Core Strategy Group is responsible for overseeing the work of the Supporting People Team, for recommending the Strategy and Annual Plan and associated policies to the Commissioning Body, and liaising with Service Sector strategy bodies over the establishment of expenditure priorities.

3. Supporting People Provider Forum

Brent Supporting People Provider Forum is a sub group of Brent Housing Group. It provides a forum for all providers of housing with support for vulnerable people within Brent.

3.1 Membership

Membership will be made up of representatives from providers of Supported Housing including private, RSL and their managing agents, Social Services, Health and Housing sectors. Representatives from LBB Housing Service, Social Services, Probation.

3.2 Purpose

The Forum will act as one of the principle consultation forums to assist in the development of the Supporting People Strategy and related policies and procedures, to comment on other areas of Local Authority responsibility such as Housing Benefit, Move on and rehousing, providing a link between Brent officers and stakeholders. The forum also provides a communication link between providers of housing with support and commissioners and other relevant statutory organisations. A work programme of specific tasks will be developed annually by the Forum

4. Administering Authority/ Supporting People Team

Brent Council is the administering authority for the purposes of administration of the Supporting People grant.

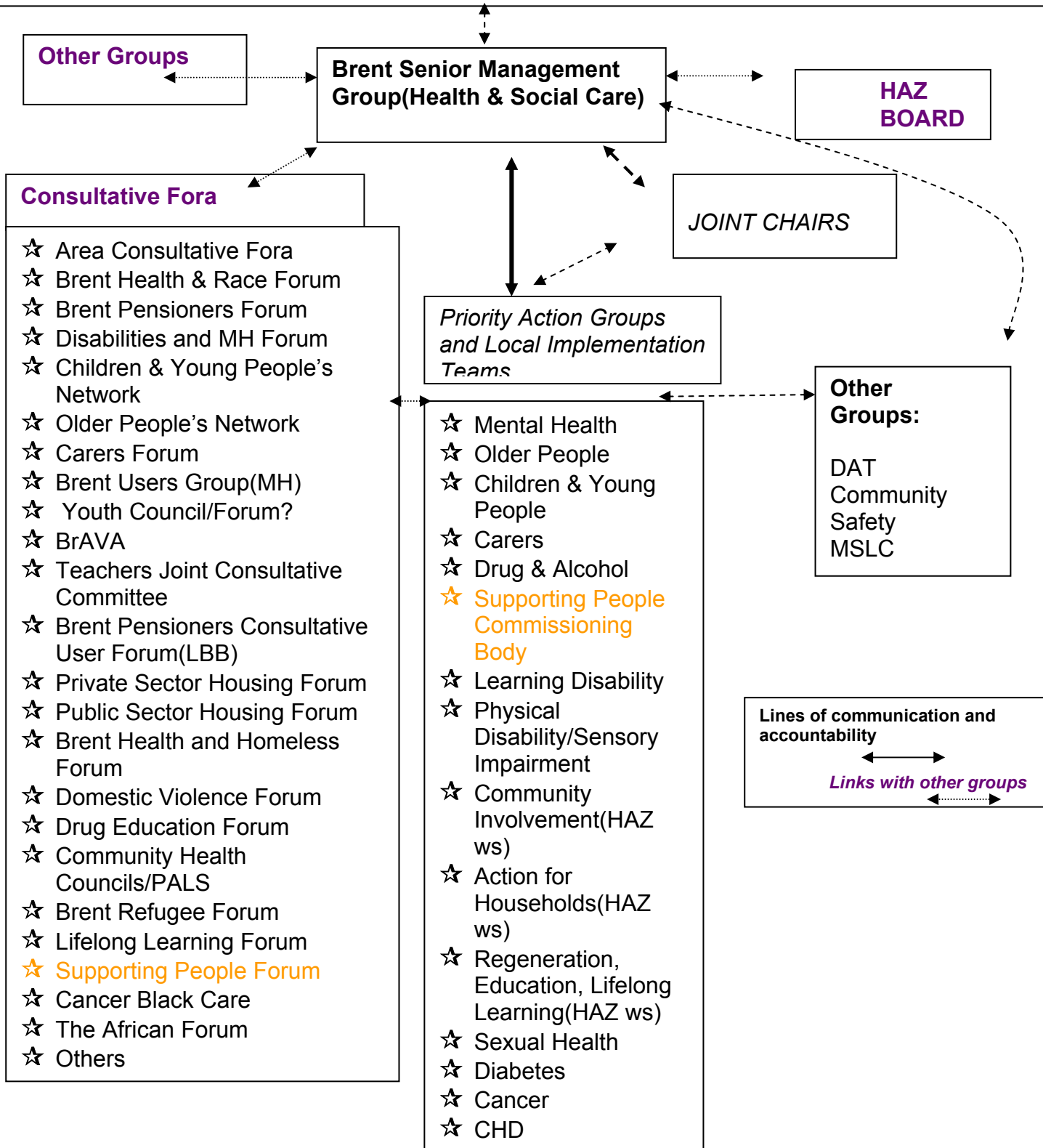
The Supporting People team within the Housing Service in LB Brent is responsible for:

- Making grant payments under contract for Supporting People services
- Managing the Supporting People Grant and the Supporting People administration grant
- Identify opportunities for joint funding and joint commissioning with other partners
- Identify opportunities for accessing cross-authority services
- Reviewing Supporting People Contracts
- Monitoring Contracts

- Advise the commissioning body and steering group
- Prepare the annual plan and strategy in consultation with services users, the commissioning body, other partners
- Servicing the Supporting People Provider Forum and the Inclusive Forum
- Developing, reviewing and implementing the Supporting People Strategy and Annual Plan
- Maintain data relating to all Supporting People services in the area and the Cross Authority services within Brent

BRENT HEALTH & SOCIAL CARE PARTNERSHIP STRUCTURE

Local Strategic Partnership



**Appendix 8
Risk Map**

SUPPORTING PEOPLE RISK MAP FEB 2005

Risk description 1: SUPPORTING PEOPLE GRANT AWARD AND PLANNING NEW SERVICES				Date: originally identified June 03	
Evaluation	Size: 3 high	Likelihood: 4	Risk score: 12	Priority:	
Significance	Council: *	Service area:	Service unit:	Other:	
Background/issues/related risks					
<p>The ODPM grant award for Supporting People has steadily reduced since 2003, and a further cut is expected in April 2006. This makes it very difficult to plan new services, and set up contracts with any certainty. Whilst providers seek financial security through longer term contracts, the total value of the SP grant for 2006 and beyond is uncertain. ODPM is currently working on a distribution formula (DF) which will re-distribute SP allocations. Early indications from this are that although some authorities will experience big cuts, grant paid to Brent are expected to remain about the same as now beyond April 2006.</p>					
Controls				Control owner	
<ul style="list-style-type: none"> Steady state contracts will be issued for short periods- up to 2 years Regular reports to SP Commissioning Body on financial risk. SP Contract terms to be reviewed to reduce financial risk Regular reports to Corporate Finance and to Quality of Life Scrutiny Panel Robust contract reviews to ensure SP services are fully eligible for funding under ODPM guidance and to implement cost efficiencies. This should produce savings which will help to redress any cuts in future funding. 				Helen Duckworth and Eamonn McCarroll	
Risk description 2: INCIDENT IN SP FUNDED SERVICE OR COLLAPSE OF SP PROVIDER LEADS TO REMOVAL OF SERVICE				Date: Identified June 03 to SP Steering Group	
Evaluation	Size: 4	Likelihood: 2	Risk score: 6	Priority: Low	
Significance	Council:	Service area:	Service unit: YES	Other:	

Background/issues/related risks	
<p>Supporting People funded services are mainly based in hostels and shared houses, fire or flood or other incident could potentially lead to services closing at short notice and service users requiring re-housing. As properties are mainly owned by Housing Associations they have business continuity plans, notified to Housing Services, which cover such incidents. Housing Resource Center would also be involved in such incidents within the first 48 hours.</p> <p>The collapse of an SP provider may lead to a service being no longer available and service users left without support they need.</p>	
Controls	Control owner
<ul style="list-style-type: none"> • All landlords should have business continuity plans in place and notified to Housing. • All SP providers will be asked for copies of their continuity plans as part of Performance Monitoring • Protocol to be developed with all SP providers for notification of incidents- reminder sent to all providers Sep 04 • Regular performance monitoring takes place and risk map is requested at this meeting. • Future accreditation of providers should prevent working with organisations at risk of collapse- accreditation programme in place. 	Helen Duckworth

SUPPORTING PEOPLE

Risk description 3 : OUTCOME FROM CONTRACT REVIEWS, LARGE PROGRAMME OF CHANGE		Date originally identified: OCTOBER 03	
Evaluation	Size: 3 Likelihood: 5	Risk score: 15	Priority: High for SP team
Significance	Council:	Service area:	Service unit: Yes Other:
Background/issues/related risks			
<p>Large volume of contracts may lead to delays in implementing outcome from contract reviews and carrying out monitoring within timetable</p> <p>Outcomes of reviews are contentious and in some cases lead to difficult relations with providers, increase in complaints and appeals and have delayed implementation of reviews. This may prevent cuts in contract sums being implemented and therefore put pressure on SP budget in future years</p>			
Controls			Control owner

<p>ACTION TO CONTROL PROGRAMME OF CHANGE :</p> <ul style="list-style-type: none"> • Close management and supervision of staff and use of advisors and peer review by other boroughs • Review timetable has been reviewed to allow more time for each review, introduction of pre-review meetings with providers • Clarity from CB introduced so that providers know they must explore cost efficiencies • Review of procedures following first reviews to ensure bureaucracy is limited. • To consider impact of change when making recommendations to CB and Exec, including ability to cope/pace of change issues • Careful audit trail throughout review process with good record keeping and sharing of information to providers, Procedures followed and internal checks/monitoring by SDO that procedures have been followed properly • Appeals procedure agreed- to include review of process by independent party • Regular newsletters to providers explaining background to Strategy and to reviews • Ensure adequate benchmarking information obtained to enable VFM decisions to be made • Ensure strategic relevance information is in place prior to review • Complaints monitored • Strategy for communication with Councillors to ensure their support for strategy/knowledge about SP • Introduction of wider range of PIs to monitor progress on programme delivery • SMART targets in strategy monitored by Core Group regularly • SP staff JDs to be re-evaluated aim to minimise staff turnover 	<p>Helen Duckworth and Varsha Mehta</p>
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Risk description 4. ACCESS TO MOVE ON				Date: identified Jan05
Evaluation	Size: 2 medium	Likelihood: 4	Risk score: 6	Priority:
Significance	Council:	Service area: *	Service unit:	Other:

Background/issues/related risks

The delivery of the Supporting People strategy and its contribution to other agendas is reliant on the effective provision and smooth running of a move on system, particularly use of the private sector. This is a risk to the programme as we are dependent on service users, providers, Brent Housing Dept and private landlords working together, including the continued availability of accommodation within the private rented market.

Controls

- Continued monitoring of market intelligence about the private rented sector
- Review of the social housing quota for hostel move on is ongoing
- Wide publicity about opportunities in the private sector
- Development of longer term private rented options – up to 5 years through Brent Direct may be possible
- Work with Brent Private Tenants Rights project and Private Housing Information Unit to ensure high standards in the private sector
- Information pack for providers and service users
- Ensure floating support links to private sector
- Regular reporting to the Hostels and Move on Group
- Regular reporting of issues to the Core Strategy Development Group for SP

Control owner

SP team in partnership with Private Housing Information Unit, Housing Resource Center