

**Hertfordshire Supporting People Programme**

**Strategy**

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## Forward

I am very pleased to introduce this strategy on behalf of the Supporting People Commissioning Body. Supporting People is a partnership between the ten district and borough councils in Hertfordshire, the County Council, Primary Care Trusts and Probation Service. Service users, carers and providers who deliver housing related support are also important partners and have been consulted on the development of this document.

The strategy sets out a challenging and ambitious programme for the next five years. It won't be easy to make all of the changes we have set out but all partners are clear that we need to make sure that housing related support services in Hertfordshire are accessible, of good quality, value for money and that they really help people to live independently in good health and with a good quality of life.

The strategy has been put together following a two month consultation period and I would like to thank everyone who took part in contributing to the strategy development.

Will O'Neill  
Chair, Commissioning Body



## Executive Summary

The Hertfordshire Supporting People Strategy 2007-2012 represents a significant step forward in the development and delivery of housing related support services for local people.

The strategy sets out a clear way forward for the county's Supporting People Programme. It recognises and builds on existing local priorities as set out in Hertfordshire's Local Area Agreement and the key priorities of our partner organisations. It recognises the central role that Supporting People plays in addressing homelessness. By preventing homelessness, and enabling people to live as independently as possible, Supporting People contributes to making communities safer, improving the health and well-being of local people of all ages, reducing social exclusion, and enabling people to contribute fully to and participate in their local communities.

Supporting People is, above all, about people. Its primary purpose as defined by central government is to:

*offer vulnerable people the opportunity to improve their quality of life by providing a stable environment which enables greater independence.*

The strategy sets out a clear intention to respond to the needs of local people, and to listen to the views of service users and carers as we develop and deliver services. We recognise that we need to get better at listening to service users and carers, and we will work with them and their advocates in the future to ensure that they inform and influence our work more effectively.

Hertfordshire has a large and varied population whose needs can differ considerably, depending, for example, on

their age, gender, ethnicity, sexuality or religion. We will ensure that, in delivering the strategy, we respond to the diverse needs of all communities in Hertfordshire. We recognise that services may need to be developed to meet particular needs.

Over the first four years of the national Supporting People Programme, the pattern of expenditure, and the services funded have remained largely unchanged in Hertfordshire. This strategy will ensure that we use the funding available to us more effectively, targeting it on those client groups, services and locations that most need it. In doing so, we will have to make hard decisions and we will not be able to fund all of our priorities. We are clear that this strategy will lead to a challenging but necessary programme of reshaping the provision of Supporting People services in Hertfordshire over the next five years. This means that the pattern of Supporting People expenditure and the services it provides in the county will change. We will work with partners, providers, service users and carers to ensure that local Supporting People provision changes and improves the services available to vulnerable people.

We have set out a number of priorities that will drive our work over the next five years. These are outlined below.

In order to be able to develop and improve services in the future, we firstly need to ensure that we achieve the best possible value from our existing Supporting People Grant, which is paid to Hertfordshire by central government. In order to achieve this we will complete, by the autumn of 2007, a review of the value for money offered by all Supporting People providers. We will also review the eligibility of all services that are funded by Supporting People. This is a major exercise, both for the Supporting People team and for providers. However, we are

confident that it will produce significant savings and will allow us to release funds to commission new services. As such this is an important first step in the delivery of the strategy. We will build ongoing value for money and eligibility exercises into our work throughout the five years covered by the strategy.

We recognise that, as well as ensuring we obtain good value from service providers, we need to offer them clear and fair contracts that allow them to plan ahead and deliver sustainable services. Consequently, following on from reviews of value for money and eligibility, we will put in place more stable contractual arrangements with all providers whose services meet our requirements.

Most new services we develop will be commissioned through competitive tendering exercises to ensure that we obtain the best possible value for money. We will also market test existing services where appropriate.

We recognise the importance of offering a wide variety of accommodation in order to meet the needs of all service users and to respond to individual choice. This means we must support the provision of accommodation ranging from highly staffed group homes and hostels through to independent, self contained flats and houses. We also want Supporting People services to be available to people in a much wider variety of tenures – including privately rented or owned properties, as well as social housing.

At present the vast majority of Supporting People funded services in Hertfordshire are in accommodation based services. In order to address this, we will commission more support services that are able to work with people in a wide variety of accommodation. These services (often called ‘floating support’) will play a major role in tenancy sustainment, preventing

homelessness, and enabling people to move on to more independent accommodation. The principle of offering more services that are not tenure dependent is an important part of this strategy.

Supporting People funding is, in many cases, only one part of a range of funding that services receive. In order to contribute to more effective and streamlined commissioning arrangements in the future we will negotiate with other commissioners how best to use Supporting People funds and agree who can best lead on the commissioning of services. It is likely that this will leave the lead role for commissioning services for the most excluded groups with the Supporting People Team.

During 2007/08 we will introduce robust contract monitoring arrangements for Supporting People services. This will include considering outcomes for service users. We will use the monitoring findings to learn from good practice and to improve services that are struggling to meet required standards.

The strategy sets out priority workstreams for the five years to 2012. These have been determined by an assessment of strategic and service user needs, alongside consultation with providers, partners and service users and carers. Addressing homelessness is a key aim of this strategy. We recognise that homelessness in itself makes people vulnerable to a range of health and social problems. We are committed to using Supporting People resources alongside those of partner organisations and providers to prevent homelessness and improve access to housing for vulnerable people. We will work with partners at a local and regional level to ensure that Supporting People funds services that address the needs of homeless people and those vulnerable to homelessness in

all our client groups. We will also ensure that, in developing new services, we work closely with homelessness teams in local councils across the county to develop complementary and cost effective services.

Priority workstreams in the first year of the strategy (2007/2008) are:

- Older people
- Young people
- People with mental health problems

Work is already underway in relation to these three groups as agreed by the Supporting People Commissioning Body last year. The consultation on this strategy indicated broad support for this prioritisation.

A major work programme on accommodation services for older people across the county, led by Hertfordshire County Council's Adult Care Services is now under way and will provide the foundation for our approach to housing related support for older people. Supporting People will contribute to this work and it will inform decisions about the future commissioning and decommissioning of housing related support services for older people.

We have already identified that there is too much sheltered housing funded by Supporting People. We have also identified that there is a need for more extra care housing for frail older people. As the accommodation strategy is implemented, we will commission more extra care services in areas where they are needed. Consequently, we will reduce Supporting People expenditure on sheltered housing by an estimated 10%. Some of this money is likely to be invested in extra care housing and some monies may be invested in services for other client groups.

A multi-agency Accommodation Services for Young People programme has been established in Hertfordshire. This is developing and delivering an integrated model of accommodation services for young people which includes:

- Advice, homeless prevention and mediation services
- Crisis Intervention Provision (Crashpad and Crash link)
- Supported Lodgings placements
- A minimum of one medium level supported accommodation based scheme in each District, with 24 hour staff cover which is able to cater for high need young people
- Floating and /or resettlement support regardless of tenure (tenancy sustainment model)

The integrated model will be launched by June 2008.

In order to improve the range of housing related support services available to people with mental health problems, a Mental Health Accommodation Strategy is being developed for the county. This will be used to inform the services that receive Supporting People funds in the future. This work will aim to:

- Develop a more equitable spread of housing related support services across the county, with more services developed in the east and north of the county;
- Contribute to the development of more crisis accommodation;
- Develop more, flexible, support services designed to support people in any tenure;
- Explore linking housing related support work to that of staff based in community teams.

In addition to work on these three groups and as previously noted we will begin to

commission generic floating support and tenancy sustainment services in order to offer more flexible support particularly to groups that currently find it difficult to access housing related support services.

In the second and third years Supporting People will prioritise the following groups:

- People with substance misuse problems;
- Homeless people
- People fleeing domestic violence;
- People with a physical disability;
- Offenders, including mentally disordered offenders

In the fourth and fifth years we plan to prioritise the following groups:

- People with learning disabilities
- Gypsies and Travellers

In order to address these priorities effectively we will, at the appropriate time:

- conduct further needs analysis if necessary,
- determine the type and location of services most needed to address the needs of these client groups across the diverse communities of Hertfordshire,
- consult with service users and partners about how such services should be developed, and
- allocate available resources according to the findings of the above.

Consultation feedback indicated the need for an overarching action plan to track progress on implementing the strategy. The strategy therefore contains a high level action plan and a number of clear outcome measures to assess its success. These outcome measures include:

- Reduction in homelessness figures

- Reduction in the use of hostel accommodation across the county (50% reduction by 2010)
- The number of people sleeping rough
- Floating support services commissioned and in place
- Outcomes for service users – the number of service users who have identified needs met by supporting people services
- Amount of resources freed up from value for money and eligibility work for new services
- Percentage of contracted services which are available
- Utilisation levels
- Percentage of service users moving on in a planned way
- Reduction in number of young people aged 16-12 who leave Supporting People services in an unplanned way (LAA stretch target) plus non-stretch sub-target relating to 16/17 year olds
- Number of young people aged 16-25 who sustain their tenancy for over six months. (LAA target)
- Level of satisfaction of young people with their transition into their own tenancy (LAA target)
- Number of carer leavers and number of young people overall who are in education, training or employment
- Number of people with primary/secondary support needs due to drug problems entering Supporting People services

There are many significant challenges that need to be overcome in order to deliver this strategy. Partnership working will be at the heart of our approach – with partners, providers, service users and carers. Together we can make a real difference to vulnerable people in all of Hertfordshire's communities

## Strategy Structure

This strategy replaces the existing 2005-2010 strategy document. In 2006 following an inspection by the Audit Commission, we decided that our strategy required updating. We considered whether the necessary further work on the strategy could form an addendum to the existing document and decided that a replacement document was the best way forward.

The new strategy is one of a number of core documents which have been updated since 2006 and sits alongside our new policies in relation to eligibility and value for money.

The advantages of the new strategy document are:

- Clarity for all stakeholders on the over-arching strategy and direction of travel since this is encapsulated in a single document
- A renewed focus on improving outcomes for vulnerable people through the Supporting People programme reflected in the new document
- It takes into account views expressed during recent consultation with partners including providers, services users and carers

There are many definitions of 'strategy' and during the consultation period partners took the opportunity to express views on what a strategy document should look like. Unsurprisingly all partners have slightly different expectations in this regard. We hope that the final document reflects the key components of a strategy and is clear for all who need to use it. The strategy sets out our vision for the future, clear outcomes that we want to achieve, information about the market, commentary on how we propose to

achieve our objectives and it reflects ownership of the programme by all partners and links to Hertfordshire's Local Strategic Partnership (Hertfordshire Forward) and our Local Area Agreement.

During the consultation we also discussed the relationship between the strategy itself and action plans which will ensure that the strategy is implemented and delivered. Again, partners reflected differing views on the best model to ensure robust action planning.

In response to strong views that the strategy should contain a high-level action plan, such a plan has been included towards the end of the document. This should be seen as the five year action plan and it will be reviewed on an annual basis as part of the strategy review. Updates to the five year action plan will be published.

Action plans (which may be referred to as project plans or implementation plans) will be put in place for each strand of work that is undertaken to deliver the strategy. At the time of writing this strategy, there are detailed plans for young people's services and older people's services. We know from our experience of using and monitoring this type of action plan that the planning tools work and will deliver relevant parts of the strategy.

In 2007/08 the programme is working to a Service Improvement Plan which acts as the annual action plan for the programme and team. This will be reviewed and an appropriate new plan put in place for each year of the strategy. The annual plan will cross-reference client group action plans as appropriate.

## Introduction

The Hertfordshire Supporting People Strategy sets out a clear direction for the county's Supporting People Programme for the next five years, until 2012. It provides a firm foundation for the development of a robust, needs-led, and service user focused programme to address the needs of vulnerable people with housing support needs.

Supporting People relies on the close co-operation of many different agencies working with service users and carers. Wide ranging consultation exercises have ensured that the views, knowledge and expertise of partners, providers, service users and carers have informed and strengthened the strategy. The consultation process has also provided a large amount of valuable information that will inform the detailed implementation of the strategy and the development of services.

## What is Supporting People?

Central government defines the Supporting People programme as:

*"...a grant programme which enables the provision of housing related support services to help vulnerable people maintain or improve their ability to live independently".*

*"It will deliver high quality and strategically planned housing-related services which are cost effective and reliable, and complement existing care services. The planning and development of services will be needs led. Supporting People is a working partnership of local government, service users and support agencies". (Communities and Local Government Supporting People web pages)*

Hertfordshire County Council is the Administering Authority for Supporting People in Hertfordshire, and as such has a key role in facilitating the strategy and delivery of services.

The County Council cannot implement the programme alone. This requires the support, participation and co-operation of everyone concerned with meeting the housing and support needs of vulnerable people across Hertfordshire, including most importantly the people who use the services and their carers.

All of these groups contribute to the planning and decision making that develops and drives the delivery of housing related support in Hertfordshire. As well as improving the services that are available in the County, this strategy sets out how we will continue to improve the involvement and participation of all interested organisations and individuals in the Supporting People Programme

## Housing Related Support in Hertfordshire

The government has set out clear guidelines about the groups of people that are eligible to receive help from Supporting People. It has also set out guidance on the support tasks that Supporting People can pay for. Hertfordshire Supporting People Programme has set out an Eligibility Policy which states how the Government's guidance will be applied in Hertfordshire.

It is important to note that Supporting People can only pay for housing related support. It cannot pay for care services or other support services. In many cases people may receive services funded by the Supporting People programme and services funded from other sources (for example, the County Council's Adult Care Services).

The Hertfordshire Supporting People programme currently contributes to the provision of around 15,000 individual units of accommodation based support services (support which is delivered in buildings specifically allocated to Supporting People Services), supports about 1,150 people in ‘floating support’ services (housing related support that can be delivered anywhere and is not tied to a particular building) and funds 3,300 community alarms. This distribution of the type of provision has not changed significantly since the start of the Supporting People programme and the strategy consultation has endorsed a need for a more balanced distribution of accommodation based and floating services. This presents a major challenge for the development of an appropriate range of services in the next five years.

Discussions in the consultation period raised some concerns about the definition of floating support. Stakeholders had different understandings of the term and various alternative terms were suggested. The term “floating support” is used throughout this strategy and is defined as:

“Floating Support”  
Housing related support services focused on the prevention of homelessness which are not tied to a particular building including both short-term and long-term services. The services can be delivered in any housing tenure including to owner occupiers.

“Tenancy sustainment service” is a term for floating support used in some parts of the strategy to reflect a focus on prevention of homelessness for client groups where the majority of people will have tenancies e.g. young people.

The current provision is delivered by 109 organisations, offering 559 different services.

The Hertfordshire Supporting People programme spends around £21 million on these services.

## **Vision**

Hertfordshire Supporting People will make a real difference to the lives of people who need housing related support by offering the widest possible range of support that we can in response to the wishes and needs of service users and their carers. Supporting People services will be available to all those in vulnerable groups in need of housing related support. Services will prevent people from becoming homeless, maximise the independence of service users and promote positive outcomes tailored to individual needs. Support will be available in a choice of accommodation, including people’s own homes, allowing people to receive the type of support they need, where they prefer to receive it.

To deliver this vision and in order to provide services that improve people’s quality of life and independence, we are committed to building strong partnerships between statutory bodies, service users and their advocates, carers and housing/support providers.

We will develop services through a needs led approach and in line with what service users tell us is important to them.

Services will be:

- Cost effective
- Good quality
- Focused on outcomes for service users
- Complementary to other local services
- Responsive to identified needs
- Focused on promoting independence
- Accessible to all parts of the community

## Key Aims and Objectives

The success of the Supporting People programme requires aims and objectives that are shared and understood by all key stakeholders.

Inevitably during the five years of this strategy, aims and objectives will be reviewed and updated in order to respond to changes in local circumstances and national policies. The Commissioning Body and Programme Development Group will review key aims and objectives each year to shape them.

Following widespread consultation and discussions, the following aims and objectives have been agreed:

- Drawing up a reliable picture of the cost and value for money of existing Supporting People services, delivering savings on those services that do not offer value for money, ensuring that all services offer value for money.
- Ending the expenditure of Supporting People funding on ineligible services.
- Identifying and decommissioning services that do not meet current requirements and/or quality standards to enable more relevant or prioritised services to be developed.
- Identifying priorities for new service developments, including achieving a better balance between accommodation based services and services that can be delivered in all tenures (floating support).
- Developing a generic floating/tenancy sustainment service that contributes to the prevention of homelessness amongst vulnerable people and expands the move on opportunities for people leaving more highly supported services.
- Commissioning new services in line with the strategy and with the client group implementation plans
- Ensuring that we treat all providers, including statutory sector providers, in the same way.
- Making sure that we develop new services in a planned way to meet needs across the county
- Improving service user and carer involvement in the Supporting People programme
- Introducing three year contracts based on clear Supporting People procurement systems.
- Improving contract monitoring arrangements which will include consideration of outcomes for service users.
- Implementing a new computer system that will enable more effective management of the Supporting People programme
- Improving the governance arrangements of the Supporting People programme to ensure that service users, carers, providers and partners can be involved effectively in shaping and delivering the programme over the coming years.
- Improving the effectiveness and availability of information about Supporting People across the county.

A high level action plan covering these aims and objectives is set out at the end of this document. By addressing some fundamental issues over the next twelve months, the Supporting People programme will establish a firm foundation from which to implement further changes in Supporting People services from 2008 onwards. Some of these aims and objectives will extend across the life time of the strategy.

In addition to identifying these overall aims and objectives, we have prioritised

workstreams relating to specific client groups over the five years of the strategy. The priority workstreams for the first year have significant plans and projects in place or in development. Similar preparations will be made for work on those workstreams featuring later in the strategy implementation plan.

In 2007/08 (year 1) our priority workstreams will be older people, young people, and people with mental health problems. These were already endorsed as priorities by the Commissioning Body in 2006 and the consultation responses supported broadly this prioritisation.

In 2008/09 and 2009/10 (years 2 and 3) our priority workstreams will be people with substance misuse problems, homeless people, people fleeing domestic violence, people with a physical disability and offenders.

In 2010/11 and 2011/12 (years 4 and 5) we will prioritise workstreams relating to people with learning disabilities and Gypsies and Travellers.

This prioritisation takes into account several factors including:

- Assessment of strategic and service user needs as set out in this strategy
- Consultation feedback
- Links to other strategies and plans in Hertfordshire e.g. our Local Area Agreement
- Issues highlighted in the Audit Commission inspection report
- Resources and capacity available in the Administering Authority and through partners to carry out the required work
- Opportunities which enable us to move forward more quickly or add value to workstreams e.g. opportunity to partner with the Crouchfield Trust in relation to services for young people

These priority groupings do not mean that work on each group will be limited to these specific years. It is a way of managing our resources to enable us to address needs systematically. The allocation of Supporting People funding freed up through the value for money process will be used to support services agreed by the Commissioning Body. Resources will not automatically be allocated to client groups according to the priority order of the workstreams.

It is important that we are realistic about what we can do each year with the resources available to us. We are confident that the way we have planned to address the key objectives and client groups will enable us to deliver effectively over the coming five years.

## **Local and National Context - How Supporting People Fits In**

The Supporting People programme reflects many of the priorities of national and local government. Housing related support is an important preventative service that helps all partners improve outcomes for vulnerable people and for the communities in which they live.

In developing the Supporting People strategy we have taken account of

- Hertfordshire-wide and district Community Strategies
- Hertfordshire's Local Area Agreement
- District, borough and County Council priorities
- Probation priorities
- Health priorities
- Housing strategies (district and regional)
- Social care strategies for all client groups

Supporting People is not a separate service area distinct from other services provided by councils, the NHS, probation and other statutory services. It plays a key role in contributing to each agency's corporate and strategic plans and priorities, in terms of both prevention and support:

- Preventing vulnerable people from becoming homeless
- Supporting the independence of the growing number of older people
- Helping people feel safe and secure
- Building safer and stronger communities
- Reducing anti-social behaviour
- Improving the health of the population and reducing health inequalities
- Reducing hospital admissions
- Facilitating prompt hospital discharges
- Supporting drugs intervention work, and contributing to associated crime reduction
- Supporting young people
- Supporting offenders

All of these are important themes in Hertfordshire's Local Area Agreement (LAA). We will continue to develop the Supporting People programme to support the delivery of the LAA and prepare for the expected transition of the Supporting People programme to the LAA in 2008/09.

While the main focus of Supporting People is on adults and young people aged 16 or over, there is a significant overlap with the county's Children and Young People's Plan (CYPP), which is concerned with services for young people up to the age of 25. The Supporting People programme through the Accommodation Services for Young

People project will link its work to the ambitions and priorities of the CYPP and continue to work with Children Schools and Families on a co-ordinated approach to housing related support for young people.

Supporting People will play an important role in helping partners and providers in Hertfordshire to meet the demands of the White Paper, 'Our Health, Our Care, Our Say: a new direction for community services'. Supporting People services already address key themes of the White Paper, such as:

- Supporting people with long term conditions to live independently in the community
- Working with carers, and responding to their needs
- Preventing ill health
- Improving access to services by all groups in the community
- Contributing to services jointly commissioned by health and social services.
- Allowing people greater freedom to choose the support they want to meet their needs.
- Allowing people greater choice and control through direct payments and individual budgets

Amongst all of the national, regional and local policies and strategies, perhaps the most significant link is that with housing. Supporting People has a key role to play in contributing to the delivery of the housing strategies of the ten borough and district councils in Hertfordshire.

The county's Supporting People programme will work with these councils to:

- Complement their services
- Support the delivery of key objectives in preventing people from becoming homeless

- Enable homeless people to access and maintain good quality housing
- Reduce the number of people living in hostel accommodation.

We will work with all our partners to contribute to the provision of a broad range of housing related support that enables as many vulnerable people as possible to access and maintain independent accommodation. By doing this we can give them a base from which to access many other vital services as well as opportunities for education, training and employment.

We will seek to ensure that Supporting People not only meets the housing related support needs of local people, but also complements other related services in the county, making them more effective and maximising the use of available resources across relevant agencies. In order to do this we have developed this strategy by taking account of existing service plans, strategic priorities and targets of all partners. The demands of this approach should not be underestimated and will need the active support and participation of all partner services and agencies.

The development of the strategy has also taken into account the priorities and requirements of a number of regional and sub-regional policies and agendas, including those of the Supporting People Eastern Region Group and the London Commuter Belt Group, ensuring that Hertfordshire is well placed to take advantage of and support developments throughout the surrounding area.

### **Who is this strategy about?**

Currently 21 client groups are included by the Government in the Supporting People programme. In this strategy, we group these together as follows:

#### **Older people, including**

- Older people with support needs
- Older people with mental ill-health and dementia
- Frail elderly people

#### **People with mental health problems**

#### **People with learning difficulties**

#### **People with physical disabilities and/or sensory needs**

#### **Homeless people, including**

- Single homeless people with support needs
- Rough Sleepers
- Homeless families

#### **Substance misuse, including**

- People with drug problems
- People with alcohol problem

#### **Offenders**

- Offenders and those at risk of offending
- Mentally disordered offenders

#### **Young People**

- Young people at risk
- Young people leaving care
- Teenage parents

#### **Domestic Violence**

- People at risk of domestic violence

#### **Gypsies and Travellers**

#### **Other Vulnerable People Who May Need Housing Support**

- People with HIV/AIDS
- Refugees
- Individuals who are socially vulnerable/socially excluded

## An Overview of Supply and Expenditure

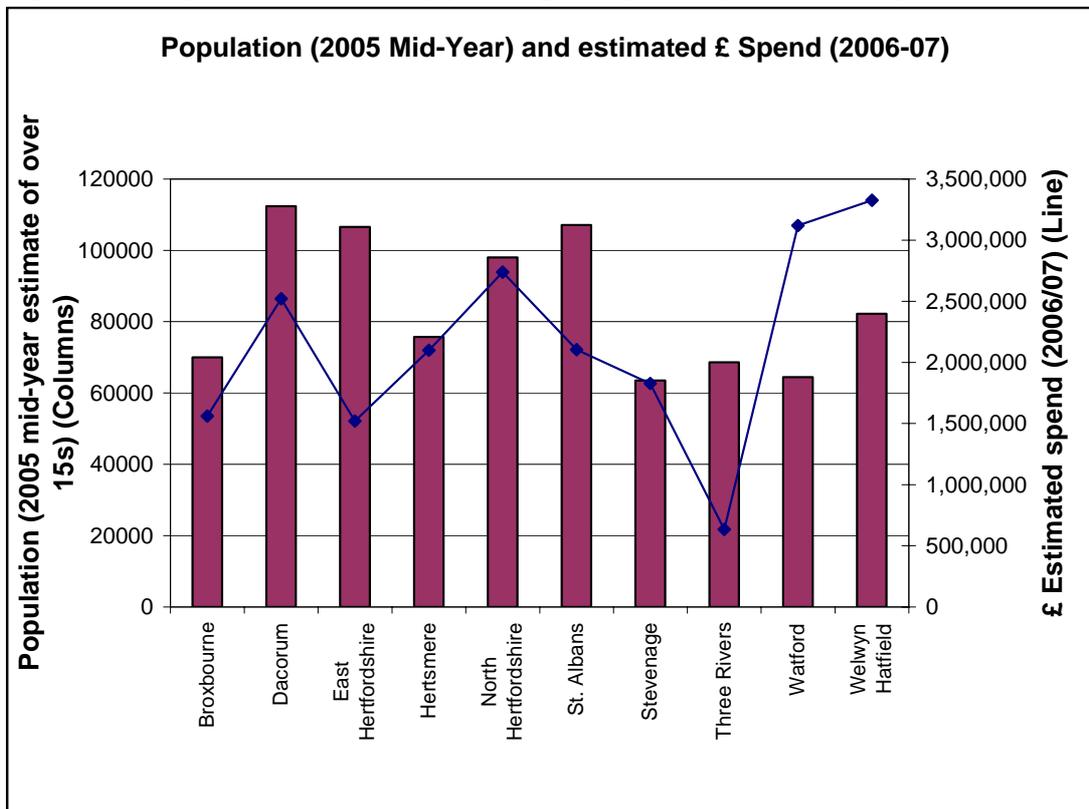
This section summarises the way in which Hertfordshire's Supporting People Grant is currently spent, both by geographic location and by service.

As can be seen in Figure 1 below, the expenditure of the Supporting People Grant does not match the population of each district council. This is quite normal, and reflects the fact that some services serve several council areas. We are not

seeking to achieve an exact proportionate distribution of Supporting People expenditure across the county.

However, in planning and commissioning new services, we will be mindful to ensure a distribution of services and resources across the county according to needs and priorities. This may result in changes to historical patterns of expenditure and service delivery, but it will not lead to an exactly even distribution of services and expenditure.

**Figure 1: Population and Supporting People Expenditure by District/ Borough**



**Note:** Population figures are based on ONS 2005 mid year surveys. The ONS use five year age bands. Figure 1 shows the population aged 15 and over.

**Figure 2: Estimated Spend 2006/07 by Client Group**

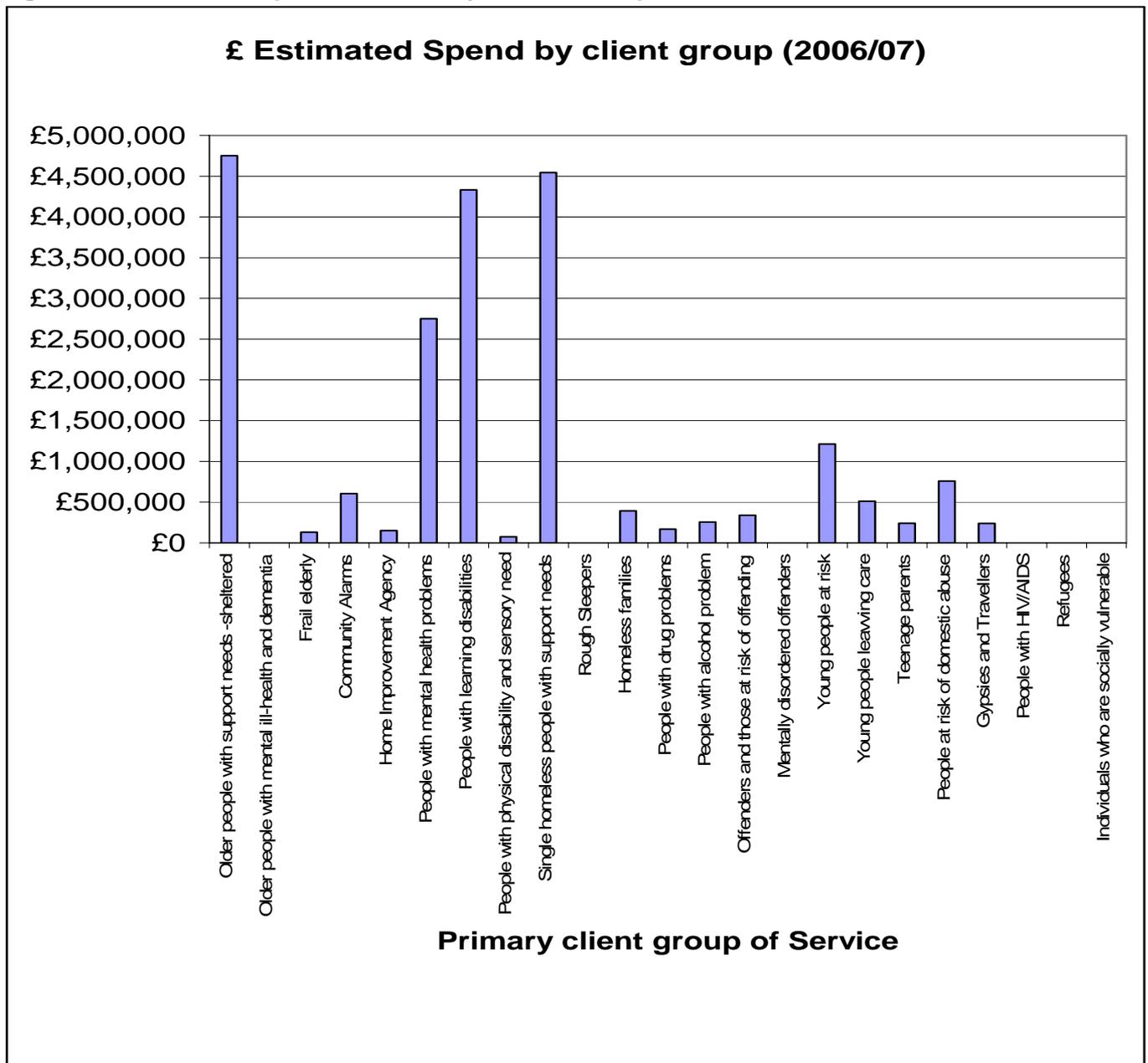


Figure 2, shows that the Supporting People budget is spent primarily on four client groups. Services for older people with support needs, people with mental health problems, people with learning disabilities and single homeless people account for approximately  $\frac{3}{4}$  of the total Supporting People budget. Many of the Supporting People services for these client groups will receive funding from other sources, including health and social care agencies. We anticipate that by

reviewing the expenditure of Supporting People money on these services as a priority, to ensure that it is not being used to pay for services that should be provided by health or social services, we will be able to release funding for the development of new services in line with agreed priorities and identified needs. This will enable us to distribute resources to service user groups that may have found it harder to access funding from Supporting People in the past.

The data in Figure 2 gives an overview of expenditure however care must be taken in its use as 'primary client group' data hides secondary and other needs which may be significant e.g. single homeless services overlap greatly with services for young people and substance misuse problems will be prevalent across client groups.

The Supporting People grant for Hertfordshire in 2007/08 is £21,000,881. However our current total contractual commitments exceed this. We need to change the basis of our contracting so that commitments are reduced and better reflect actual usage of services. We also need to achieve savings by ensuring better value for money.

## **Current Services, Needs and Future Plans**

The supply of supported accommodation in Hertfordshire has not significantly changed since the introduction of Supporting People. This means that many of our services are not well distributed across the county, with some people in some areas having to move significant distances to receive the housing and support they need. It also means that the vast majority of support is still only available in specific accommodation, with only a limited amount of support that is flexible and can work with service users in all forms of housing and tenure (floating support).

A key aim of this strategy is to develop a range of services that are more responsive to the needs of service users in all parts of the county and in all forms of tenure. How this will be achieved will differ for each client group. We will commission a generic floating support service to improve access for groups that find it harder to access Supporting People services currently.

We will also ensure that Supporting People funds are only used to pay for housing related support services as defined by the government and set out in Hertfordshire's Policy Statement on Eligible Services and Tasks. This is likely to mean that a number of services that provide social care alongside housing related support may have their Supporting People funding reduced. Supporting People will work with social care commissioners to assess the impact of implementing the new eligibility policy to agree future plans.

Whilst we have information about what services Supporting People funds (in part or in full), there is a clear need to identify what proportion of overall costs are met by Supporting People and where other sources of funding come from.

We also need to be clear about what supported accommodation is provided that is not Supporting People funded or supported. This will be important when it comes to determining future development priorities.

With changes in client need and expectations some services may no longer offer value for money. We will conduct robust value for money assessments in 2007 to identify such schemes and will work with providers either to deliver more cost effective services or to decommission them and free up resources that better meet the priorities of Hertfordshire's Supporting People programme.

The needs of vulnerable people for accommodation and support cannot be met by one type of service. We need to ensure that a full range of accommodation and floating housing related support services are provided across the county.

Some people will require ongoing long term support because of the enduring problems they face. They may need to live

in accommodation that is highly staffed and supported for many years in order to achieve the maximum level of independence and quality of life possible for them.

Other people may be able to live in more independent accommodation, such as small shared houses or independent flats, but will need long term support to help them to maintain their homes and enable them to participate fully in their local communities.

For some people, what is needed is short term support. This may be because they are socially excluded or have chaotic lifestyles and will only access services intermittently. Offering them the opportunity to gain support for even brief periods is an essential part of what Supporting People can do. Often short term support is needed to help people in their own accommodation deal with short term crises or difficulties in their lives. Without such support, they may become in danger of losing their homes, placing themselves in considerable hardship and making it much harder for services to support them. Short-term services can also support re-enablement, rehabilitation and recovery which enable people to regain levels of independence that they had prior to an illness, accident or other life event.

In developing services in the future, the Supporting People programme will ensure that the right balance of long and short term accommodation and housing related support is achieved. This will enable vulnerable people to access the services that best meet their needs. It will also help make the best use of the range of accommodation and support available in the county, by preventing services being filled with people who do not require the level of support that is provided by them.

At present, the vast majority of Supporting People provision in

Hertfordshire is in accommodation based services. There are about 15,000 places in accommodation based services, 3,300 community alarms and about 1,150 people receive floating support. Whilst we need to ensure that we maintain and develop the best range of accommodation based services we will, over the next five years, develop more services that are able to provide support to people wherever they live, regardless of tenure.

A key part of this approach will be the development of more floating support and tenancy sustainment services.

We will develop generic floating support services that can work with people across all tenures and not just in accommodation specifically designed to house vulnerable people. We recognise that some people will require a range of support to help them sustain a tenancy (or indeed maintain their privately owned home). It will include working with councils' homelessness teams to support vulnerable tenants and prevent breakdown of tenancies; supporting vulnerable people to move into new accommodation, whatever tenure and long term support where needed to enable people to live in self-contained accommodation. Whilst this will be a generic service, we recognise that service specifications will need to be clear about the requirements of providers to meet a range of client group needs. For some client groups e.g. young people, we will develop specialist floating support services.

The next part of this strategy document sets out summary information on supply and needs for each client group, together with plans at this stage to develop services for each group.

It is important to note that we have summarised information about the

number of places where people live who receive services funded through the Supporting People programme. These are not necessarily the only supported housing services available; others operate without Supporting People funds.

The Supporting People programme will never have enough funding to provide housing related support to all those who need it. The challenge we face, with our partners, service users and carers, is to decide which services should receive Supporting People funding in the future.

## Older People

The Supporting People Programme primarily funds the following services for older people:

- Sheltered Housing Wardens
- Extra Care Housing Wardens
- Community Alarm Services
- Home Improvement Agencies

Hertfordshire has an ageing population. There are around 161,000 people aged 65 or over (ONS 2005 mid year survey). We estimate that the number of people over 85 years will increase by 760 people a year over the next 10 years. In addition, the proportion of people in this group who own their own homes will also significantly increase, from 48% in 2005 to 69% in 2015. This may mean that more people will want to receive support in their own homes, rather than have to move to new accommodation.

There is a wide range of existing services that provide both care and support to older people across Hertfordshire. Many of these need to change, and are changing, to respond to the needs and wishes of older people at the start of the 21<sup>st</sup> century. In order to co-ordinate appropriate new developments, Hertfordshire County Council Adult Care Services commissioners and the Supporting People team will work jointly to implement the accommodation and support strategy for older people. This work is already underway.

### Existing Services

#### Sheltered Housing

Currently there are 11,316 bed spaces receiving support from a warden service that are covered by contracts with Supporting People. About 7,500 of these receive financial support from the Supporting People Programme - about 65% of the total. Most of the 11,316 spaces are occupied, with occupancy

levels across Districts and Boroughs ranging from 91% to 99%. However, it is not clear that all people in these 7,500 places need housing related support.

In 2006-2007, the Supporting People Programme spent approximately £4.7m on housing-related support provided by the warden service. This is a little under a quarter of the total spend of the Programme.

Most district and borough councils and housing providers report that the design of some sheltered housing is outdated and unsuitable for the needs of older people. Some of it is therefore more difficult to let. In most areas reviews carried out or planned anticipate the need to decommission some of this accommodation.

Older people living in sheltered housing have told us that they value the warden [or scheme manager] being readily available in person, as is the case when they live on site.

Given the indications that we have more housing related support in sheltered accommodation than is needed (as evidenced by use of sheltered accommodation by those not in need of housing related support, variable occupancy rates, reviews of sheltered housing by district/borough councils, knowledge about hard to let units), we will seek to reduce our expenditure on support in sheltered housing, initially by an estimated 10%, through service reviews and value for money exercises, so that we can reallocate resources to other types of housing related support that are in short supply in the county.

#### Extra Care Housing

As the needs of people in the older age groups rise and their expectation of remaining in their own homes grows, it is

important that housing-related support is able to respond.

The Supporting People programme currently supports 121 places for frail elderly people. Most of these are in extra care housing schemes with the rest being provided in other supported housing services. Adult Care Services has identified that an additional 650 extra care housing places are needed across the county by 2010. They are working with district and borough councils, housing providers and Supporting People to create new schemes and convert some current sheltered housing into extra care housing.

In addition to Supporting People funding, Adult Care Services also funds the social care support for older people who meet their eligibility criteria, in extra care and sheltered housing, this being provided predominantly by home care agencies. Further discussions regarding the role of home care agencies in the delivery of housing related support will take place.

We plan to use savings from elsewhere in the Supporting People programme to fund additional extra care housing places.

### **Community Alarms**

Currently the Supporting People Programme funds 45 services with 20 providers of Community Alarms. There is considerable variety across the county in the availability and levels of response services. There is also considerable variation in charging arrangements and levels. Approximately 3,300 people have a Community Alarm funded by Supporting People. Additionally a similar number fund alarms themselves, often from the same providers as Supporting People. The Supporting People programme has contracts for up to 5,500 community alarms

The contract value funded by Supporting People for Community Alarms is approximately £1m or 5% of the total Programme budget.

Adult Care Services is also administering a Preventive Technology Grant (2007/08 only) and is working across the Supporting People contracts to introduce automatic Telecare detectors as a complementary service to Community Alarms for those eligible for social care services.

The use of such technology is likely to play an increasingly important role in helping people to remain in their own homes safely and independently. The Supporting People Programme will encourage and support the development of such schemes in the future

### **Home Improvement Agencies**

The Supporting People programme, along with district and borough councils, Primary Care Trusts, Adult Care Services and the Fire and Rescue Service fund Home Improvement Agencies in Hertfordshire to provide a range of services including supporting the Disabled Facilities Grant process and Handy Person Schemes.

The Local Area Agreement has identified the improvement of the efficiency of the Disabled Facilities Grant (DFG) process as a key target. Waiting times for major adaptations in Hertfordshire are falling.

Older people are major recipients of these services along with younger adults with physical disabilities.

Given the changing shape of owner-occupation amongst older people and government consultation on Disabled Facilities Grants, it is important that these services are efficient and responsive.

## **Floating Support**

There are currently no Supporting People funded designated as floating support services available specifically to support older people with support needs in their own homes although some housing related support in sheltered accommodation is delivered by mobile wardens and some community alarm services have mobile response services linked to them. This can often mean that people have to move to other accommodation to receive support. This is generally regarded as a poor alternative to remaining in one's own home.

The Supporting People programme will develop floating support services that can work alongside other care and support services to support older people in their own homes.

## **Future Plans**

Hertfordshire County Council will be implementing its accommodation strategy for older people across the county in partnership with the ten local councils, Supporting People and the Primary Care Trusts. This work programme will be used to reconfigure supported accommodation services for older people to most effectively meet needs and utilise existing resources and development opportunities.

The Supporting People programme will participate in this work, linking it to value for money and eligibility work that is being rolled out during the summer of 2007.

We have already identified that there is too much sheltered housing funded by Supporting People. We shall reduce Supporting People expenditure on these services by 10% (through the identification of services that are no longer fit for purpose or have excess capacity) and will use the money released

from these services to develop extra care housing as well as services for other client groups.

A review of Community Alarm Services, which will link into the wider telecare agenda, is underway. This will be used to determine the best way to commission alarm services to meet identified needs in the future.

## **People with Mental Health Problems**

Mental health problems affect people in all parts of our society. This means that all Supporting People services should be able to address the basic mental health needs of vulnerable people across our society. However, we know that some people's mental health needs are best addressed in specialist services, including supported housing services.

A high proportion of people who use drug and alcohol services also have mental health problems. Still more may misuse substances although they are not referred to or do not attend specialist substance misuse services

People with mental health problems tell us how important the availability of suitable housing is to them in order to provide a situation where their health can improve

We estimate that the number of people with mental health problems in Hertfordshire who also require housing related support is about 2,200. We anticipate that the number of people requiring housing related support will continue to grow. The support that they need ranges from occasional, low key support in independent housing through to highly staffed shared housing where specialist support can most easily be provided. The provision across the county reflects the need for this range of services, although there is not enough provision overall.

### **Existing Services**

The Supporting People Programme funds a total of 586 units for people with mental health problems. There are 214 short-term and 372 long-term places. 148 people receive floating support and 438 are accommodation-based places.

In 2006-2007, the Supporting People Programme spent £2.7m on these services, approximately 13% of the total Supporting People Budget.

The Joint Commissioning Team commissions integrated mental health services from the Hertfordshire Partnership Trust (HPT). HPT assesses individuals' needs to determine whether they should receive support and care from mental health services. Services are commissioned in line with Investing In Your Mental Health, the local mental health strategy. Some people may need a full range of health, social care and housing related support services and others may only need housing related support.

Services are not well distributed across the county. Supported accommodation is mainly in the west of the county but development has been piecemeal in the east. Crisis accommodation is not available in all districts of the county.

### **Future Plans**

A new mental health accommodation strategy is being developed by the Joint Commissioning Team. The Supporting People programme will work with mental health commissioners to develop this strategy and determine how best to improve the provision of supported accommodation services for people with mental health problems. The following issues will be addressed.

To make the best use of the accommodation based services identified above, more move on accommodation is needed, to enable people to live more independently and to free up more intensively supported accommodation for those who need it. The Supporting People programme will work with registered social landlords (housing associations), district councils and other

housing providers to expand the provision of move on housing.

It is likely that this expansion will primarily be through the provision of more floating support services, particularly in areas of the county that are poorly served by accommodation services for this client group. This will enable people to move into/remain in their own homes and receive flexible support as their needs change.

During 2007/08 we will examine how best to meet the housing related support needs of people with mental health problems who also misuse drugs and alcohol, to lay the foundation for service developments from 2008 onwards.

The value for money and eligibility work we are undertaking in 2007, along with more robust contract monitoring arrangements, will be used to ensure that services in receipt of Supporting People funds work to a consistently high standard and offer good value for money. We anticipate that this will lead to the funding and contract details for some services being changed.

We will work with the Joint Commissioning Team over the next year to develop governance arrangements for the future which would enable housing related support to be commissioned by them along with all other mental health services.

## Young People

Young people may find it difficult to find and maintain the accommodation that they need for a variety of reasons. These include the difficulties which may be experienced by all Supporting People client groups. However such difficulties may be more difficult to tackle or need a different approach for young people.

Supporting People can play a key role in helping young people make a successful transition to independence.

Demand for supported accommodation for young people has been fairly consistent over the last two years.

- About 1,000 young people have requested services from Hertfordshire Young Homeless Group (HYHG) each year.
- 100 care leavers need accommodation every year
- 150-200 young people are on waiting lists for housing at any one time
- 320 young people were referred for housing in the six months from November 2006 to April 2007.

### Existing Services

Earlier this year, the Accommodation Services for Younger People (ASYP) project mapped all the services which are currently utilised by young people which showed that the spread of services is uneven. A number of districts/boroughs appear to have ample provision whilst others have very little relative to demand.

In 2006/2007 Supporting People spent £1,941,000 (approximately 9% of the total budget) to provide 338 units of housing related support for young people at risk aged 16–25 years, care leavers aged 16/17 years and teenage parents.

In addition to this, client record returns indicate that 16-25 year olds were accepted into a third of single homeless units last year. This equates to about 350 units of accommodation being used by people in this age group.

There is a variety of accommodation for young people funded by the Supporting People programme, including Foyers which provide educational and employment support and a few schemes which provide support to those with high level and complex needs.

39 units of accommodation are specifically designed for supporting teenage parents. They can also access other forms of provision such as hostels and foyers although this may not always be appropriate. About half the county has little or no provision for teenage parents, with some councils relying on accommodation in the private sector such as leasehold properties and floating support, if a scheme is available in their area.

There are 20 units of supported lodgings and 6 units of accommodation specifically for care leavers helping them towards independent living.

There is limited refuge and crisis type accommodation and schemes for 16/17 year olds. Schemes such as Crashpad (not funded by Supporting People) provide some short term accommodation and support but there is evidence that this is insufficient to meet demand.

Floating support is currently available in 8 of the 10 local council areas. The number of placements in these districts varies; Hertsmere and Stevenage have no coverage.

A variety of accommodation and support services are required for Hertfordshire's care leavers. Many of these are already provided by Hertfordshire County

Council's Children, Schools and Families (CSF) services. It is estimated that there will be 100 care leavers leaving care in any 12 month period.

There are approximately 86 young unaccompanied minors in Hertfordshire who have care leaver status currently supported by CSF CART (Children's Asylum Seeker and Refugee Team). They receive housing related support but it is not funded by Supporting People.

The Supporting People Commissioning Body is sponsoring the Accommodation Services for Younger People (ASYP) project. This two year programme of work commenced in June 2006 and is designed to promote independent living for vulnerable young people (16-25 years) who are homeless or are at risk of homelessness.

There were three key objectives:

- Integrating commissioning, funding, and service provision across all relevant partners in Hertfordshire.
- Developing relatively high staff to tenant ratio supported accommodation in East Hertfordshire and Three Rivers for 16–25 year olds and increasing refuge placements for 16/17 year olds.
- Ensuring a cross-agency approach on homeless prevention initiatives, targeting both schools and individuals

### **Future Plans**

The ASYP project has already started the remodelling of services in partnership with district and borough councils, voluntary sector agencies, Children's Schools and Families and housing providers.

The ASYP is part of Hertfordshire's' Local Area Agreement aimed at achieving better outcomes for young people and is being used as the framework to develop joint commissioning arrangements.

Over the next two years the Supporting People programme through the ASYP will deliver a new model of accommodation and housing related support services that has been agreed with partners, in consultation with young people. This integrated model of accommodation will include:

- Advice, homeless prevention and mediation services
- Crisis Intervention Provision (Crashpad and Crash link)
- Supported Lodgings placements
- A minimum of one medium level supported accommodation based scheme in each District ,with 24 hour staff cover which is able to cater for high need young people
- Floating and /or resettlement support regardless of tenure

The integrated model will be launched by June 2008, and will:

- provide suitable accommodation that caters for a range of needs from low level to those with complex needs;
- increase crisis type accommodation (for 16/17 year olds);
- ensure that services including floating support are available across the county;
- Ensure that services will have sufficient flexibility and capacity to meet fluctuating demand.

Stakeholders such as CSF and Health favour a model which aligns accommodation and housing related support services closer to other mainstream services. For example, commissioning seamless services for care leavers and teenage parents.

## **People with Learning Disabilities**

As with other client groups, the housing related support services for people with learning disabilities range from relatively low level support provided in independent, self contained accommodation, through to highly supported, specialist shared accommodation which can meet a range of complex needs.

Many accommodation services have developed as part of the closure programme of long stay hospitals. There is a fairly widespread distribution of services across the county, but all areas need additional services.

Many of the services that the Supporting People Programme funds have associated care services funded by the Joint Commissioning Team.

Learning Disability Commissioners' data about people in need of housing suggests that need for new supported housing is generally evenly spread across the county. Supporting People commissioners will draw on more detailed analysis of this data, to understand where there is a concentration of particular types of need. Current estimates indicate a need for about 350 more places now, with approximately a further 350 needed in the next few years.

### **Existing Services**

Currently the Supporting People programme supports 801 places for people with learning disabilities

### **Accommodation-based support**

Supporting People currently has contracts for 759 places for people with learning disabilities to live in accommodation based services. Of these 688 were occupied by people receiving Supporting People funded services – about 86% of the total. Most of the 759 places are

occupied, with occupancy levels across districts and boroughs ranging from 83% to 100%.

Some recently developed places providing a package of support and care are not currently receiving any Supporting People funding, although expenditure on housing related support elements of the package would be eligible.

In 2006/2007, the Supporting People Programme spent approximately £4.3m on accommodation-based services for people with a learning disability, about one fifth of the total expenditure of the Supporting People Programme. This is only a fraction of the total expenditure by Hertfordshire County Council on the overall packages of support and care for the 759 places.

There is an existing stock of shared accommodation both in Registered Care Homes (not funded through Supporting People) and in shared houses. People with learning disabilities have said in a variety of situations that they would like more independent accommodation rather than shared houses. To improve the range of housing options available, future development needs to have an emphasis on self-contained accommodation (including support for people with medium/high needs), and to make shared ownership available as an option.

As people with learning disabilities grow older, housing options appropriate to older age are relevant to them, and future strategy needs to consider how it may be possible to meet some people's support needs through extra care housing as designed for the general population.

### **Floating Support**

3 services currently provide floating support for 42 people, in some but all not parts of the county. The amount spent on

these services is in the region of £100,000.

Floating Support can enable people with learning disabilities to live more independently, and without being tied to the location of specific accommodation. This is recognised as an option to be explored and developed in the Adult Care Services Learning Disability Housing and Support Strategy.

Housing related support for people with learning disabilities can be provided as part of a generic floating support or tenancy sustainment service also serving people with mental health problems or a history of homelessness. Minimal or low level generic floating support/tenancy sustainment services are a high priority for future Supporting People commissioning, including an aim of ensuring adequate coverage across all areas of the county.

"Keyring" services (with a number of people living independently in a small geographic area with a community living worker available in the same locality) also offer a model for support for people to live independently, as part of the overall housing and support strategy.

### **Future Plans**

In 2010 we will commence detailed planning of new Supporting People services for this client group however it is acknowledged that the Joint Commissioning Team will continue to develop services in the intervening period.

The Supporting People Strategy will be co-ordinated with the Adult Care Services Housing and Support Strategy for People with Learning Disabilities in Hertfordshire, as updated in 2006. This includes a set of standards for housing, and the vision that people with learning disabilities should have as great a choice as possible over

where and how they live. A range of housing and support options is needed in order to achieve this. These will be explored and developed where possible over the next five years.

The Supporting People programme will work with the Learning Disabilities Partnership Board to make sure that services are developed that provide the right mix of care and housing related support in a variety of types of accommodation, including self contained accommodation.

## **People with Physical Disabilities and/or Sensory Needs**

There is currently a mix of service provision for people with physical disabilities and/or sensory needs delivered across Hertfordshire. Adult Care Services have identified a need to shift provision from residential provision to specialist housing.

The varied activities of Home Improvement Agencies (HIA) also provide services to those with a physical and/or sensory need as well as older people. Along with the Disabled Facilities Grants provided by district councils, HIAs can help improve and adapt people's homes to make them more suitable to live in. However, this funding does not pay for housing related support.

Many people with physical and/or sensory disability do not require housing related support. A growing amount of new build housing is designed to be suitable for people with a range of disabilities, and should be easily adaptable to respond to people's changing needs.

We estimate that about 375 people with physical disabilities and/or sensory needs need housing related support.

Provision for people with a physical disability and/or sensory needs is under-provided throughout Hertfordshire and the full nature of this need will need to be further explored. During 2007 Adult Care Services will be consulting on new care strategies for these groups and this provides an opportunity to firm up plans for both care and support services. We need to continue to work with Children, Schools & Families to ensure that we have full information about how many younger people coming through transition from specialist children's services plan to leave home or how many of them will need housing related support. Our work

with a group of young people in St Albans (the Castle Project) is giving us a useful early model to take forward this work.

### **Existing Provision**

The Supporting People programme currently funds 21 places across 4 services in specialist housing provision for younger people with physical disabilities.

Feedback from younger physically disabled people indicates that most do not want shared and residential care accommodation.

In 2006/2007, the Supporting People Programme spent about £82,000 on housing related support directly for this group - approximately 0.3% of the total Programme spend. In the same period, the Supporting People Programme spent approximately £150,000 for Home Improvement Agencies – approximately 0.6%, of the programme spend.

Service users across all the groups identified by the Supporting People programme may have sensory needs. There are currently no Supporting People funded specialist services for people with sensory needs.

### **Floating Support Services**

Although current services are primarily accommodation-based services, floating support has begun to be developed. There are 2 floating support packages in North Hertfordshire and these are an addition to an existing service as part of a 2-year service development and remodelling plan to offer outreach/resettlement support. The service will eventually provide up to 7 more floating support packages.

The further development of floating support and tenancy sustainment for this service user group will require the provision of suitable housing. Adult Care

Services see the use of individual budgets and direct payments as providing the route to the social care support for this group. Care and support packages will have to make increasing use of multiple sources of funding. The Supporting People element of such care and support packages may only be relatively small, though still important.

### **Home Improvement Agencies**

The Supporting People Programme, along with District and Borough councils, Primary Care Trusts, Adult Care Services and the Fire and Rescue Service fund Home Improvement Agencies in Hertfordshire to provide a range of services including supporting the Disabled Facilities Grant process and Handy Person Schemes.

The Local Area Agreement has identified the improvement of the efficiency of the Disabled Facilities Grant (DFG) process as a key target. Joint working is in place to address the need for increased efficiency across the DFG process. Wait times for major adaptations in Hertfordshire are falling.

### **Future Plans**

Detailed plans for developing housing related support for people with physical disabilities and/or sensory needs will be developed in 2008/09 and 2009/10. They will be designed to:

- Ensure that all services can be accessed by people with sensory needs (although we recognise that in some circumstances, specialist housing related support services may be required).
- Focus Supporting People funds on housing schemes for people with physical disabilities that reflect people's wishes. We will only prioritise funding for schemes for this client group that offer self-contained accommodation.

- Make effective links between direct payments and Supporting People, exploring ways of maximising the benefits to, and independence of service users
- Develop effective information and understanding about this service user group amongst all Supporting People providers so that they are well placed to work alongside other agencies and improve overall service provision.
- Identify how much housing related support should be linked to specialist schemes and how much should be provided by a generic floating support/tenancy sustainment service

## Homeless People

This section includes single homeless people with support needs, rough sleepers, and homeless families.

Homelessness is a central concern of all Supporting People work. Many people who are supported in housing for other client groups addressed in this strategy would also be vulnerable to homelessness without the services made available through funding from Supporting People and other sources. Equally, many homeless people require specialist support to help deal with, for example, mental health or substance misuse problems.

The support services which are designated as having a primary client group of single homeless people frequently cater for large numbers of people with other support needs, in particular mental health, substance misuse and offending. This can place considerable challenges on providers who need to have a wide range of skills and resources at their disposal to meet the varied needs of presenting service users.

Some of the services (e.g. foyers) included in the supply figures for single homeless accommodation-based services cater only for people aged under 26. This strategy will view these as a resource aimed at young people and therefore shows them as part of the supply profile for that client group only.

The work of district/borough councils' homelessness teams is of vital importance to the Supporting People programme. It is their services which formally identify people as homeless and their work can do much to prevent people becoming homeless.

Our present estimate is that a further 200 places are needed for single homeless people and people who sleep rough. A further 320 places are needed for homeless families.

Government targets for district housing authorities to reduce their use of hostel accommodation by 50% by 2010 will add further pressure to already limited housing stock and may make it harder for vulnerable people to access support services.

### Existing Services

#### Accommodation- based support

Hertfordshire Supporting People helps to fund 1381 places for homeless people. Of these, 1087 are for single homeless people and 294 are for homeless families. There is some overlap between these numbers as a number of hostel places are available to either single homeless households or families. Many places are, however, restricted to one or the other.

Almost all of these homelessness services are contracted so that support for all people in the service is funded by Supporting People. Around 86% of single homeless places were occupied in 2006, and 97% of homeless family places. Occupancy levels for single homeless places ranged across districts and boroughs from 76% to 100% (the lowest usage of places occurred where services were in process of remodelling.)

In 2006/2007, the Supporting People Programme spent approximately £4.45m on accommodation-based services for single homeless people and £303,000 for homeless families. These figures total nearly a quarter of the total budget of the Supporting People Programme.

Numbers of places and spending on single homeless services are notably higher than average in Welwyn Hatfield and Watford and particularly low in East

Hertfordshire, Hertsmere and Three Rivers.

Some existing hostel accommodation is in single large buildings, which are increasingly unsuitable for their purpose. Remodelling has the potential to improve the condition of accommodation and the delivery of support. Floating support may also be an alternative but requires the availability of suitable housing from within the general needs stock. Improved access to move on accommodation will also relieve pressure on homelessness services – for many homeless people their only need is to be permanently housed.

### **Rough Sleepers**

Currently provision for Rough Sleepers is made within services for single homeless people. Four services record a significantly higher proportion of rough sleepers than other homelessness services: these four are located in Watford, St Albans, Dacorum (Hemel Hempstead) and North Hertfordshire (Hitchin). Two other services, one in Stevenage and one in Welwyn Garden City, report a smaller number.

### **Floating Support**

6 services currently provide floating support for 179 single or family households in danger of becoming homeless. This support is currently available in Dacorum, Watford, St Albans, Welwyn Hatfield and Broxbourne. The amount spent on these services is in the region of £200,000.

Floating support for young homeless people (not counted above) is provided across most of the county, although not currently commissioned through Supporting People in Hertsmere or Stevenage.

Housing related support for people with a history of homelessness can be provided

as part of a generic floating support service also serving people with other support needs such as mental health problems or substance misuse, which are often overlapping support needs. Floating support can contribute towards meeting targets for housing authorities to prevent homelessness.

Input from homeless people makes it clear that getting more permanent accommodation is a priority such that concern over the how support is provided should not distract from making more accommodation available and improving move-on arrangements.

Minimal or low level generic floating support/tenancy sustainment is a high priority for future commissioning, including an aim of ensuring adequate coverage across all areas of the county.

### **Future Plans**

In 2008 we will commence detailed planning of new Supporting People services for this client group.

The Supporting People programme will actively encourage the remodelling of unsuitable hostel accommodation into modern appropriate accommodation for vulnerable homeless people.

The Supporting People programme will work with its partners to identify ways to help meet the target of reducing the use of hostel accommodation by 50% by 2010.

Generic floating support/tenancy sustainment services will be established, and will work closely with homelessness teams across the county to prevent vulnerable people becoming homeless, and help them establish and maintain tenancies in all sectors.

The Supporting People team will develop maintain strong links with council

homelessness teams, developing coordinated responses to the needs of vulnerable people across the county.

## **Substance Misuse**

People with ongoing substance misuse problems often have several crisis points in their life which at times may need immediate intervention. This may be essential in reducing anti – social behaviour and subsequent repercussions from police.

Insecurity in housing (particularly for private tenants) can arise from the financial implications of addiction that can result in rent arrears or anti- social behaviour.

## **People with Drug Problems**

The Drug Intervention Programme reported 350 assessments between January and March 2006 and 180 assessments between April and July 2006.

The total figure of 530 illustrates that there is a significant number of drug users throughout the county. The highest drug related offences are committed in the west and east of the county.

Statistical monitoring shows that the majority of users are male and the ethnic origin is predominantly white British.

## **Existing Services**

The Supporting People Programme currently funds 56 units of housing related support for people with drug problems across Watford and St. Albans

In 2006/07 Supporting People spent £166,000 on services supporting this client group.

All of these places are delivered on an outreach / floating support basis. The majority of services are delivered in Watford and the west and east of Hertfordshire. Other support is provided by experienced medical practitioners or

support workers trained to deal with the health-related issues.

Many organisations (including several voluntary organisations) deliver outreach to drug users throughout Hertfordshire and some housing advice is being provided through these services.

We estimate that there is a need for approximately 75 additional places for people with drug problems.

There is substantial overlap between drug users, alcohol users and people with mental health problems. Hertfordshire Drug and Alcohol teams estimate that 80% of all drug using clients have a co-existing alcohol problem, as well as having a high risk of developing mental health problems.

Drug users often have chaotic lifestyles and present certain behaviours. It is important that support staff are trained to understand these behaviours, their triggers and related clinical issues. This support could be met by a substance misuse floating support/tenancy sustainment worker or in an accommodation-based environment. A generic support worker may not be able to provide the correct support without previous substance misuse training and experience. A combination of health and housing support will reduce the effects of crisis.

Many drug users require housing-related support during and after participation in a treatment programme, for example in order to avoid evictions through anti-social behaviour or crime. This is particularly important following residential rehabilitation.

A generic floating support/tenancy sustainment service can meet the needs of service users in their own tenancy to avoid eviction.

We need to ensure that appropriate joint funding is identified for new integrated services – Supporting People funding can only be used to provide housing related support.

A combination of accommodation-based and floating support/tenancy sustainment service is needed to meet the needs of this client group. A client leaving a treatment programme may benefit from some supported accommodation or support in their own home to help them re-integrate into their local community. This may be through council or housing association provision or the private sector, where resettlement support can be made available.

Supporting People can also achieve positive outcomes in conjunction with other work on reducing drug dependency. It is a priority of the Government Office of the East of England to work with Supporting People and Drug Action Teams (DATs) to develop best practice for providing housing units for drug misusers and Hertfordshire will seek to contribute to this process.

## **Alcohol**

The Supporting People programme has evidence from client record returns that many people with alcohol problems are supported in other, non-specialist Supporting People services. Clients with alcohol problems may present through homelessness routes and other routes.

People with alcohol problems are often involved in crime. The Supporting People programme will take offending issues into account when planning services for this client group, and will work with partner agencies to ensure that any supported housing that is developed is planned to minimise offending behaviour and anti-social behaviour.

We estimate that a further 300 places are needed for people with alcohol problems.

## **Existing Services**

The Supporting People Programme currently funds support in 79 units of housing for people with alcohol problems across Watford and St. Albans

40 of these places are delivered on an outreach / floating support basis.

There are two providers providing accommodation based support in Hertfordshire to 39 people with alcohol problems as their primary need. One service provides a high level service with 24 hour staff presence and the other is a medium level service that is supported in the daytime

In 2006/2007 Supporting People spent £270,000 (approximately 1.3%) on the projects supporting this client group

## **Future Plans**

In 2008 we will commence detailed planning of new Supporting People services for these client groups working closely with the Hertfordshire Joint Commissioning Team.

## **Drugs**

There are many different professional organisations working with people with drug problems. Joint working between professional organisations and between funders, for example through linked strategies and joined up services will be pursued to ensure that needs are being appropriately met by each organisation. Supporting People will hold discussions and consultations with partners and stakeholders to determine the most appropriate services to be commissioned.

Supporting People will explore the development of a floating support/tenancy sustainment service for people who have problems with drugs. We will also look to

develop a more effective distribution of services across the county.

### **Alcohol**

The future development of housing related support services must be based on strong partnerships with other agencies to ensure that the right range of care and support is easily accessible to people with alcohol problems.

The Supporting People programme will work with partners to develop the most appropriate range of services across the county.

We will explore the development of a floating support/tenancy sustainment service for people who have problems with alcohol.

## **Offenders and those at risk of offending**

This client group covers everyone who has offended or is at risk of offending whether or not they have been in prison. Support is offered where a person's housing situation is adversely affected by their offending and they are at risk of losing their home or at risk of re-offending. This also includes mentally disordered offenders, defined as people who have received hospital treatment for a mental health problem whilst in prison.

### **Existing Services**

Supporting People funds 37 units of housing-related support for offenders in Hertfordshire. These units are based in the south-west of the county. 18 units are in Watford, 15 in Hertsmere, 4 in St Albans.

In 2006-2007, the Supporting People Programme spent £340,000 on these services, which is slightly more than 1.5% of the total programme budget. Services are well-used with most recent usage rates at approximately 92%.

All services are accommodation-based and are run by the same provider. There is no floating support service specifically designated for offenders in Hertfordshire.

However we know that many other Supporting People services work with people who are offenders in a variety of settings. Not all offenders require specialist accommodation and housing related support.

The number of offenders entering accommodation-based homelessness support services needs to be recognised, and those services need to be sufficiently flexible to deliver effective support to these offenders.

Mentally disordered offenders are a highly vulnerable client group for whom offender-designated accommodation-based services are unsuitable. Any accommodation-based services targeted at this client group need to be aligned to services for people with mental health problems and also linked to the MAPPA (Multi Agency Public Protection Arrangements) process where appropriate.

Housing providers observe that advice and support can be more effective where it is provided from outside the accommodation base of the client. Floating support can achieve this. We will take this into account when planning and commissioning any future services for offenders and those at risk of offending.

The presence of a support service can also increase the confidence of housing providers accepting referrals from this client group. This can be the case for example where a floating support/tenancy sustainment service is known to be flexible enough to respond to the changeable lifestyles of this client group. Problems occurring in a tenancy are thereby reduced including disruption to neighbours or increasing rent arrears.

### **Future Plans**

Work on offenders will be prioritised from 2008 with some preparatory work being carried out during the remainder of 2007 using capacity within the County Council's Crime and Drugs Strategy Unit.

There is an uneven spread of services across the county. We will ensure that any new services are appropriately located across the county.

Longer-term housing stability among offenders reduces re-offending. In Hertfordshire we will achieve this by:-

- The introduction of floating support/tenancy sustainment services
- Ensuring that services not primarily designated for offenders (e.g. homelessness hostels) target part of their support effectively to offenders
- Planning Supporting People services to complement housing allocations and other services provided by partners.
- Increasing awareness within the Supporting People Programme of its role in the Multi-Agency Public Protection Arrangements (MAPPA) in delivering effective outcomes where risk of re-offending or risk of harm is higher.

Hertfordshire. Probation has identified the need for this type of provision to be extended to the remainder of the county. Such advice services could link with any new floating support/tenancy sustainment service offered with Supporting People funding. The Supporting People team will work with the Crime and Drugs Strategy Unit in Adult Care Services to implement these plans.

Any new floating support/tenancy sustainment service will require:

- Effective referral procedures operated in close partnership with housing providers, so that offenders at risk of losing tenancies receive timely housing-related support
- A flexible approach to support levels to enable higher-level support to be delivered during periods of crisis
- An extended period of support up to 12 months after initial resettlement to enable responses to individual triggers
- Extended support to 6 months longer than supervision by probation
- Sufficient county-wide coverage of support to meet needs and be effective

Inter-agency co-operation is required at both a strategic and an operational level.

Hertfordshire Criminal Justice Board's Strategy for Offender Accommodation is currently under development and identifies several work areas where Probation and Supporting People can work together. For example, the Probation Service has been funding a housing consultant to give housing advice to Probation clients in the east of

## **People Escaping Domestic Violence**

1 in 4 women and 1 in 6 men have experienced, or will experience, domestic violence (DV) within their lifetime. Reported incidents have increased locally since 2004 and whilst national rates have decreased by 43% since a peak in 1995, the rate of all reported crime where violence against another person was evident increased by 8% in the East of England during the period 2003/04 to 2004/05. The British Crime Survey of 2004 estimated that 13% of women aged 16-64 had experienced interpersonal abuse in the preceding 12 months. Some people who experience domestic violence will not be able to receive support in their home area safely.

Insecurity in housing may exist as a result of the physical, sexual, emotional, financial and psychological effects of any incident of threatening behaviour, violence or abuse and by the need to flee the home or exclude the identified perpetrator in order to remain safe. The loss of housing, employment and income attributed to this creates a need for Supporting People services.

Local levels of refuge units are measured as part of the Best Value Performance Indicator 225a (BVPI) and this measure requires that there should be 1 refuge places per 10,000 head of population – this equates to 104 places for Hertfordshire.

### **Existing Services**

The Hertfordshire Supporting People Programme currently contracts with 6 refuge organisations to deliver a total of 114 units for women whose primary need is refuge from domestic violence. There are no such services for men.

In addition to the Supporting People funding, Hertfordshire County Council

(HCC) supports a number of countywide services and initiatives, including Sunflower Centres – multi-agency advice and support centres for victims of domestic abuse. Adult Care Services (ACS) and Children, Schools and Families (CSF) currently support a number of services countywide. Local Domestic Violence forums are supported through small amounts of funding from the Crime and Disorder Reduction Partnerships (CDRPs) and the Central Division of the Hertfordshire Constabulary - who also contribute to the cost of other services.

In 2006/2007, the Supporting People Programme spent in the region of £760,000 on housing-related support for women escaping domestic violence – approximately 3.1% of the total programme spend. The total annual spend on DV services across Hertfordshire exceeds £850,000.

### **Accommodation-based support**

The Supporting People Programme funds a total of 81 units across 9 refuges. This is approximately 0.78 per 10,000 population and a further 23 units would be required to achieve the BVPI expectation.

There are currently no refuges situated in the local authority areas of North Hertfordshire, East Hertfordshire and Three Rivers and service users from these areas access other services throughout the county and beyond. Local services are not necessarily the most critical factor in ensuring support for people fleeing domestic violence as often safety issues will mean a service in another locality is used.

### **Floating Support Services**

The Supporting People Programme funds a total of 33 units across 3 floating support services that operate only in Broxbourne and East Hertfordshire.

## **Future Plans**

In 2008/09 we will commence detailed planning of new Supporting People services for these client groups.

Further research on access routes and pathways to housing-related support is needed, as those escaping domestic violence may present through homelessness and other routes.

The need for services for men has not yet been fully assessed. This is an area of further investigation and possible development.

The nature of need varies according to circumstance of those affected, and will require a mixed supply of provision types – including accommodation-based services such as refuges, as well as floating support/tenancy sustainment and resettlement services.

Consideration will be given to the option of delivering a proportion of required units via other services, such as Sunflower Centres, which either currently offer housing-related support or have the capacity/potential to do so. This will help increase the availability of services across the county.

The Supporting People programme will ensure that its work supports the strategic aims of all partners to develop appropriate responses to, and services for perpetrators of domestic violence

Hertfordshire will work with neighbouring authorities to develop a cross authority network of services and resources to best support people who experience domestic violence

## **Gypsies and Travellers**

The nature of the lifestyles of Gypsies and Travellers means that a cross-authority and regional approach to addressing their needs is essential. Within that, Supporting People should play a key role in helping them to access the support that they may need.

Gypsies and Irish Travellers are recognised ethnic groups under the Race Relations (Amendment) Act and the County Council's policy on Gypsies and Travellers covers a number of areas e.g. the provision of site wardens, assisting gypsies and travellers to apply for housing, encouraging take up of health services; which are eligible for housing related support.

Two needs assessments covering the county estimated future needs for accommodation for Gypsies and Travellers. An additional 80 plots/pitches in the West/South of the county and an extra 35 pitches in the East/North of the county will be required in the next five years. Transit provision also needs to be increased to reduce the numbers of illegal encampments (3 additional 10 pitch sites estimated for the West and one for the East/North). District & Borough councils are responsible for the identification of sites and ensuring that there is a sufficient supply of pitches to meet these needs. The needs assessment and planning process is being carried out in partnership with the County Council. This estimate of an additional 155 plots corroborates the Supporting People needs model which estimated that an additional 160 units of housing related support would be required.

### **Existing Provision**

There are 280 pitches on 29 sites for gypsies and travellers in Hertfordshire. 11 of these sites (196 pitches) are managed by the County Council with the

remainder (18) privately owned. The site at South Mimms is a transit site providing short term accommodation. Some Gypsies and Travellers are known to live in bricks and mortar housing though good quality data is not available in this regard. Currently there are two known private Gypsy sites (8 pitches) without planning permission in the county (unauthorised developments).

Good housing related support services can contribute to improved outcomes for people from Gypsy and Traveller communities and contribute to the objectives of partner agencies including improving the health of people from these communities and supporting early years outcomes and improved educational attainment among children.

Housing related support (covering 181 of the total pitches) is currently provided solely by the County Council's Gypsy Section at a cost of £256,000 to the Supporting People programme in 2006/07, approximately 1% of the programme spend.

There are currently no other housing related support services providing for the needs of this group and the development of floating support services is required in order to ensure equitable access to housing related support for vulnerable members of Gypsy and Traveller communities. Generic floating support services will be suitable to provide housing related support to Gypsies and Travellers living in housing and could provide support on Gypsy and Traveller sites, although there are specific considerations that would need to be built in to the service specification for this to happen. Work is being done regionally to develop a service model for Gypsies and Travellers and there is a possibility of commissioning this regionally or sub-regionally.

## **Future Plans**

In 2010/11 we will commence detailed planning of new Supporting People services for this client groups.

We will work with other authorities in the Eastern Region and the Eastern England Regional Assembly to appraise options for commissioning services to meet these communities across a wider area. An Eastern Regional Statement on Gypsies and Travellers is being finalised which aims to:

- Identify and protect services with a high proportion of 'out-of-Administering Authority' users, which might not be seen as a local priority.
- Co-ordinate forward planning for priority services, in particular for those services near to the borders of each Supporting People Administering Authority area.
- Inform the Regional Housing Strategy.
- Monitor how services are operating and increase consistency in quality and process.
- Identify regional issues and refer on to relevant responsible partners.
- Develop, maintain and use accurate information about cross authority movements within the area.
- Contribute to commissioning/decommissioning decision-making and other planning decisions for relevant services.
- Consideration of cross authority issues raised at a local level.
- Develop a cross regional understanding of support and partnerships/networks.

We will develop floating support services (generic if possible, subject to further assessment) which will be accessible to Gypsies and Travellers.

## Other Vulnerable People Who May Need Housing Support

This section of the strategy covers:

- Refugees
- People with HIV/AIDS
- Individuals who are socially vulnerable/socially excluded

The Supporting People Programme currently funds no specific housing related support services for these client groups. People with HIV/AIDS and people who are socially vulnerable or excluded are often included in other client groups discussed in this strategy.

### Refugees

In the United Kingdom, government and other agencies use the following definitions to describe asylum seekers and refugees:-

Asylum Seeker:

*Someone who has made a formal application for asylum and is waiting for a decision on their claim. The Home Office must decide whether or not that person qualifies for protection under the 1951 UN Convention on Refugees.*

Refugee:

*Someone whose application for asylum has been successful and has been given permission to live in the UK indefinitely.*

Hertfordshire received approximately 900 asylum seekers placed by the Home Office in the six years to 2004.

Approximately 270 of these gained leave to remain, of whom about 40 remain in Hertfordshire. After 2004, asylum seekers were no longer placed in Hertfordshire due to changes in government policy.

There are no current specific services in Hertfordshire funded by Supporting People for asylum seekers and refugees. However some people in these groups access other housing related support services e.g. for homeless people or young people.

Some asylum seekers may be here illegally and while they do not qualify for Supporting People funding, anecdotal evidence tells us that a high proportion of them have HIV / AIDS which may result in them seeking public sector assistance.

The Home Office has delegated authority for dealing with refugees on a regional basis, for Hertfordshire to the East of England Regional Assembly (EERA). Supporting People in Hertfordshire is awaiting guidance from EERA about the future provision of services for refugees.

In the meantime, we will work to assess the housing related support needs of refugees and plan how best to meet them, feeding this information into the EERA work.

The Children's Asylum-Seeker and Refugee Team (CART) still have designated responsibility to work with children and unaccompanied minors. Supporting People will continue to link with this team when developing services. Adult Care Services are looking at developing a team for vulnerable adults who are eligible for care services but who do not fit into one of the specialist client group services. Joint commissioning of services with Supporting People may help to meet the needs of these people.

### People with HIV/AIDS

Hertfordshire Supporting People does not fund any specific services for people who have HIV/AIDS. However we recognise that people in this client group may well be vulnerable and socially excluded, and we expect all housing related support

services to be accessible to them and able to meet their support needs.

All supported housing services covered in this strategy should employ staff and have the facilities to be able to work with people with HIV/AIDS. We believe this support can be delivered within non specialist accommodation based or floating support services. Staff should have good training about the needs of people with HIV/AIDS and how best to support them.

### **Individuals who are socially vulnerable/socially excluded**

The Hertfordshire Supporting People programme is aware that there are other groups of people who have unmet housing related support needs and who maybe classed as socially excluded or hard to reach.

The government's Social Exclusion Unit website defines social exclusion as follows:

*'Social exclusion happens when people or places suffer from a series of problems such as unemployment, discrimination, poor skills, low incomes, poor housing, high crime, ill health and family breakdown. When such problems combine they can create a vicious cycle.'*

*'Social exclusion can happen as a result of problems that face one person in their life. But it can also start from birth. Being born into poverty or to parents with low skills still has a major influence on future life chances.'*

Socially excluded people can come from any part of our community and the Supporting People client groups include some of these people. Some other groups can be identified as more likely to be excluded and vulnerable, such as:

- People with low levels of literacy
- People who do not speak English
- People with long-term health conditions, such as Aspergers / Autism who may have also been subject to Anti-Social Behaviour Orders as their condition is not understood
- People from certain ethnic minority groups
- People who frequently move home and have no permanent address
- People who live in isolated rural parts of the county, with poor access to transport.

Some groups of people are known for leading chaotic lifestyles, having multiple needs or not spending enough time in the same place to enable them to lead a settled way of life. The Supporting People programme supports a number of these groups through the services that it currently funds.

We recognise that engagement with people who do not currently access services may need to be imaginative and may require working with staff that liaise with hard to reach people e.g. voluntary and community sector staff. We plan to complement this input with a generic floating support/tenancy sustainment service. This will be particularly important in a county as big as Hertfordshire as some vulnerable people may not be live near to building based services.

### **Partner Agencies**

The Supporting People programme already works in partnership with key agencies in the voluntary and statutory sectors to develop such joint working and complementary services. But we need to do more to make sure that all people have access to appropriate support services.

This will include making contact and working with (often through our partners):

- Outreach and site based youth workers
- People who run drop in sessions,
- People who run 'soup kitchens',
- Community development workers,
- Health visitors,
- Needle exchanges
- General Practitioners
- Psycho-geriatricians
- District Nurses
- Community Practice nurses
- Outreach drug workers
- Local police

We will also ensure that we provide accessible and helpful information about Supporting People services through the delivery of a comprehensive information and communications plan.

### **Future Plans**

Working with our partners to improve access and information for vulnerable and excluded groups is an important part of our future plans.

We will develop more floating support services including some generic services which will improve accessibility across the programme and for vulnerable excluded groups in particular. Consultation feedback indicated little consensus on the merits of generic as opposed to client group specific floating support. In most sections of this strategy the need for more floating support has been indicated. Both generic and specialist floating support will be provided in the future with further work being done to establish the range of needs that could be met by generic services.

## Meeting the Diverse Needs of Hertfordshire

The Supporting People programme has an important role to play in improving equality of opportunity and access to services for all people in Hertfordshire.

Hertfordshire's population is made up of a wide range of communities with diverse cultures and needs. It is vital that the Supporting People programme recognises this and is able to respond to the housing related support needs of all individuals and communities in the county.

The county's population is a little over one million. Of these, 11.2% are from black and minority ethnic backgrounds. 4.9% of the population describe themselves as 'white other'. Asian people make up 3.4% of the population, of whom Indians are the largest group (1.6% of the total population). Black and Afro Caribbean people make up 1.1% of the population.

The age profile of the county is similar to the rest of England, but there are proportionately fewer people between 16 and 24 (9.9% in Hertfordshire compared to 10.9% in England) and over 65 (15.1% in Hertfordshire compared to 15.9% in England). We know that the number of older people is growing. It is estimated that the number of people over 85 years will increase by 760 people a year over the next 10 years.

There are people and groups in Hertfordshire who can find it hard to access mainstream services. This can be because of their culture and lifestyle, language, ability, disability, literacy or many other reasons. Some people, such as Gypsies and Travellers, find it hard to access services because they have no permanent address.

The Supporting People programme also needs to address issues and problems facing people living in rural areas of the county. Hertfordshire's Local Area Agreement refers to 'rural proofing' plans and services and this approach should play a part in the development of the county's Supporting People programme. It can be hard to identify the needs of people living in rural areas, but the Supporting People programme will take account of them and ensure that the housing related support needs of people living in rural areas are addressed.

Existing service provision has developed and evolved over the years but this has not resulted in an even distribution of services across the county or according to identified areas of need. We will identify those areas that have a shortage or surplus of services for specific client groups and use knowledge to guide and inform the planning and commissioning of new services.

The Supporting People programme already supports successfully a diverse range of people, including many from hard to reach groups. However we need to do more to engage with and improve access for all groups.

In planning and commissioning services, the Hertfordshire Supporting People programme will consider ethnicity, gender, disability, age, sexual orientation and religion to ensure that services are available to all. This will include analysis of the population as a whole and those who use Supporting People Services. Equality impact assessments will be carried out as appropriate in planning and commissioning new services and in remodelling existing services.

## **Service user and carer involvement**

Service users, potential service users and carers rightly expect to see their needs as central to the way in which we how support is arranged, and how plans are made for future provision.

This means that service users and carers should have every opportunity to be involved in:

- Developing the Supporting People strategy and programme
- Commissioning new services
- Monitoring the quality of support (contract monitoring and review)
- Producing information about support services

Hertfordshire Supporting People will develop further its involvement of service users and carers in order to make this a reality.

This strategy already contains feedback from service users who have been consulted and involved in the development of Adult Care Services over many years. Many of the questions and statements in this document are based on the feedback from service users and carers gathered in the consultation on this strategy. Some examples are as follows:

- Many people told us they want to receive support in their own homes and there is a clear need for support for owner-occupiers.
- People want more choice and control in their support plans.
- More services (including information and move on support) for homeless people is needed across the county.
- People with learning disabilities are concerned about security in their accommodation, getting into employment, transport, rubbish and noise where they live and would like support with recycling.

- People in hostels are concerned about safety, security and staffing at night.
- There are many concerns regarding suitability of housing and adaptations.
- People with low support needs need help too.
- Move on support is seen as very important.
- Carers told us that they need professionals to look flexibly at the needs of their household, to co-ordinate better with other professionals and to make it easy to get hold of clear information.
- People with HIV/AIDS may be part of other client groups and are often isolated where they live – support needs to address this.

The Supporting People programme will involve service users across the range of groups covered by the programme and in particular those for whom a link with Adult Care Services is not established.

### **Future Plans**

The diverse range of service users and representative groups who are clients of Hertfordshire's Supporting People programme makes meaningful engagement with service users and their carers a considerable challenge. The way in which we take this work forward needs to be agreed with service users, carers and their advocates.

The Supporting People programme will work with service users and carers to agree and establish effective ways that enable them to participate in the development and delivery of the Supporting People programme. Initially we will do this on a client group basis. Depending on the views of service users, we will consider the establishment of service user and carer reference groups that cover all client groups in due course.

Wherever possible, we will use existing groups and forums. Where no satisfactory mechanisms exist we will promote their establishment in order to encourage the participation and involvement of as many service users and carers as possible

User consultation exercises will be conducted according to Hertfordshire County Council's consultation standards. These include requirements to define the purpose of consultation clearly in relation to the action that may result, to plan it effectively, to avoid duplication of effort, consider how the full diversity of potential service users can be engaged and to feedback to those who took part.

We will also make sure that the way that the Commissioning Body and Programme Development Group work is accessible to service users and carers. We recognise that this will involve training and support for the members and officers who sit on these groups, as well as service users and carers.

## **Decision making arrangements**

This section of the strategy sets out how decisions about the Supporting People programme are made. It also sets out how they will need to develop.

### **Commissioning Body**

The main decision making body for the Supporting People programme is the Commissioning Body. This is made up of representatives of the County Council, district and borough councils, the Primary Care Trusts and the Probation Service.

Normally the Commissioning Body meets every two months and is responsible for key policy, strategy and implementation decisions.

### **Programme Development Group**

The Programme Development Group (PDG) is responsible for developing strategic plans, policy proposals, performance monitoring and operational direction for the Supporting People programme.

The PDG usually meets every two months and is made up of officers from partners and providers.

### **Provider Forums**

Provider forums are held in each quadrant of the county four times a year. They allow all service providers to raise issues of concern and be consulted on policies, proposal and developments. The outcomes of the forums are fed into the PDG and Commissioning Body.

### **Partnership Working**

Partnership working is at the heart of the Supporting People programme. It relies on the co-operation of many organisations to deliver strategic and operational success.

To oversee the partnership arrangements, a Memorandum of

Understanding between Hertfordshire County Council and other Supporting People partners has been agreed, setting out simple rules to guide the decision making process.

### **Future Plans**

The Commissioning Body has agreed to review how organisations can most effectively be represented on it. In particular, it will look at how best to ensure the most effective engagement and participation of Members (councillors) and officers and is considering the establishment of a Members' reference group.

Improving service user and carer involvement has been identified as a priority and will significantly enhance the quality of the decision making process.

## Commissioning and procurement

The supply of supported accommodation has not significantly changed since the introduction of Supporting People in Hertfordshire. We are using supply and needs analysis to shape the future development of the Supporting People programme, with the explicit intent of developing services that are not solely accommodation based.

It is clear that this will mean a change in the way that we currently spend the Supporting People budget, and that some services will receive less money in order to allow us to focus on agreed priorities.

As has been noted elsewhere in this document, there will not be sufficient resources to meet all identified needs. This will make the need for clear priorities for new developments essential. These priorities will drive commissioning decisions. Resources will be found from driving forward the value for money and eligibility work and from decommissioning services that do not meet local and strategic needs.

Services will be commissioned and procured in accordance with service and development priorities agreed in this strategy and in ongoing annual planning arrangements for the Supporting People programme. The arrangements will be in line with Hertfordshire County Council's Contract Regulations and the Hertfordshire Compact, which sets out how the council will work with voluntary and community sector groups.

In determining what new services to commission in the future, (2008 onwards) the Supporting People programme will establish priorities based on five criteria:

- Evidence – is there an established evidenced need for this service

that cannot be met by the alternatives available?

- Opportunity – is there an opportunity to develop the scheme or service in the area it is required at this time? 'Opportunity' in this sense is defined as, for instance, the availability of capital, land and required revenue. Remodelling, or change of service user group may also be considered as 'opportunity'
- Viability – will the service be financially viable throughout its intended duration, or will it need other funding sources which have not yet been identified?
- Value – does the intended service achieve wanted outcomes for people at a cost effective and affordable price?
- Policy – is the proposed new service in line with local strategy and policy frameworks?

In making these judgements, the views of service users and carers will be fully considered. (We will apply the same criteria when making decisions about decommissioning services, whilst also taking into account contract monitoring and service review information).

Potential new services that fall into the priorities will then be considered for development when resources become available.

Wherever possible, new services will be put out to competitive tender to ensure that there is open competition amongst providers and that the best possible value for money can be obtained.

Commissioning arrangements will be designed to include participation from service users and carers.

Procurement procedures need to be flexible enough to allow the development of services in a range of circumstances, but will need to comply with the procurement regulations of Hertfordshire County Council, as the administering authority.

The approach to procurement will recognise the value that small providers bring to the Supporting People programme. It will ensure that there is a level playing field established for all providers. We will seek to provide support to small providers where necessary to enable them to compete effectively in procurement exercises.

Commissioning of Supporting People services is currently primarily led by the Supporting People team. This may not always be the most appropriate or effective approach. In future we will explore the potential for commissioners of other services to take on the lead role for commissioning of some Supporting People services, where they are the main or lead commissioners of services that have a number of funding streams.

This approach is intended to make best use of commissioning resource and expertise and also streamline these processes for providers. It is essential however that commissioning capacity to support other Supporting People services is in place and that the whole of the programme is moved forward effectively.

We recognise the growing role that Direct Payments and Individual Budgets play in enabling service users to buy the support services they wish, and control the way in which they receive them. This is completely in line with our vision of offering the widest range of support possible and maximising the independence of service users.

The Supporting People programme will work with Hertfordshire County Council to develop ways of enabling service users to use Direct Payments and Individual Budgets to access housing related support, according to their needs.

## Performance monitoring and service reviews

Hertfordshire's Supporting People programme is committed to maintaining and developing quality of all Supporting People services. A range of monitoring tools and approaches including active participation from service users will be utilised to ensure effective monitoring.

The Supporting People programme will focus on real outcomes for service users based on the new government model. (A decision has already been taken to adopt these as and when they are ready). The overall approach to monitoring and review will focus on:

- Strategic relevance
- Current/future demand
- Quality
- Performance
- Cost effectiveness
- User satisfaction
- Move on options
- Outcomes for service users

In order to ensure that services are making good use of Supporting People funding, we are currently undertaking a more comprehensive value for money exercise. This has been fully endorsed by providers who recognise and accept the need for reliable information on value for money.

Whilst we have information about what services Supporting People funds (in part or in full), there is a clear need to identify what proportion of overall costs are met by Supporting People and where other sources of funding come from.

We also need to be clear about the amount and type of supported accommodation that is provided but is not funded by Supporting People. This will be

important when it comes to determining future development priorities.

The performance of all contracted services is monitored on a quarterly basis through the submission and analysis of performance returns. These measure service availability, utilisation, and staffing as a percentage of the respective contracted levels.

Where performance falls below the expected standards, providers are given an opportunity to improve.

From May 2007, targeted audit visits will be made to services to check and improve the accuracy of performance returns.

Outcomes for service users are clearly a critical measure of the effectiveness of Supporting People services. CLG (the Department for Communities and Local Government) has introduced a national outcomes monitoring framework which will become fully operational over the Summer of 2007. Hertfordshire has agreed to use outcome monitoring information as part of its contract review process. We will work with providers to use the information to improve service delivery and learn from identified good practice. Our monitoring of outcomes will focus on ensuring that the services we commission help people to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve and maintain economic wellbeing

This combination of value for money assessments, performance monitoring and outcome assessments will provide a clearer picture of how well services are performing overall and will be used by the Supporting People team to drive up standards across the programme and

improve outcomes for vulnerable people and the wider community.

Once we have conducted the comprehensive value for money reviews during summer 2007, we will use the findings to inform more in depth service assessments where specific concerns arise.

From 2008, we will conduct service reviews on a risk assessed basis. This will allow us to focus resources where they will have most impact and will avoid unnecessary scrutiny and regulation for higher performing services (although they will not be exempt from audit visits to check performance returns).

The Supporting People programme overall in Hertfordshire has a range of performance indicators which have been set by central government. These indicators, along with targets agreed by Hertfordshire's Commissioning Body, are set out below.

*"SPI 1" Availability (Accommodation Based Services)- Percentage of all Supporting People contracted units which are reported by providers as having been available.*

Target for 07/08 – 98%

*"SPI 2 A" Utilisation (Accommodation-based services) - Percentage of all available Supporting People contracted units which are reported by providers as having been utilised.*

Target for 07/08 – 96% and work commissioned to investigate why some client groups report lower on this indicator

*"SPI 2 B" Utilisation (support- only services) - Percentage of Supporting People contracted units which are reported by providers as having a service*

*user with a support plan applicable to them*

Target for 07/08 – 95% and further analysis commissioned by client group

*"KPI 1" Maintaining independent living - Percentage of all service users reported by providers as maintaining independence (the annual percentage is calculated as the average of the quarterly figures)*

Target for 07/08 – 98.75% (work commissioned to break down client group by client group to target specific areas)

*"KPI 2" Moving on in planned way from temporary accommodation - Percentage of all service users reported by providers who moved on in planned as opposed to an unplanned way.*

Target for 07/08 - 65%.

## **Cross authority statement and sub- regional issues**

Hertfordshire Supporting People is a member of the Supporting People East Regional Group (SPERG), and already works with other Supporting People authorities to develop regional policies to improve the delivery of our services. Examples of these include work on:

- Gypsies and Travellers
- Domestic violence
- Refugees
- Homelessness
- Investment plans
- Regional benchmarking

There are a number of cross regional statements that have been agreed in order to promote and support cross authority working on a number of themes. These cover:

- Generic issues
- Domestic violence
- Offenders/those at risk of offending
- Gypsies and Travellers

In line with government expectations and requirements, we will work with neighbouring authorities to respond effectively to the needs of mobile vulnerable groups, and to look at regional provision of services rather than just a county by county approach. We will work with neighbouring authorities to develop jointly funded services – enhancing the range of services available and improving choice for service users.

We may explore opportunities to improve value for money and availability of services through aggregation of Supporting People contracts across the local region.

Hertfordshire is part of the London Commuter Belt Group of local authorities.

This group plays a key role in agreeing capital and revenue funding priorities and schemes for the County. The Supporting People programme will work with the group to maximise funding opportunities for Hertfordshire in response to agreed priorities and identified needs. We took part in the mini-bid round in 2006 and its evaluation in order to better join up capital funding processes and Supporting People revenue planning.

A joint strategic approach will provide benefits both to Authorities – by allowing them to jointly fund and manage a more effective range of services – and to Service Users – for whom there would be a better service range.

We will work with regional partners to:

- Define other mobile/cross authority groups
- Continue to identify links to other regional strategies (housing, re-generation and planning)
- Clarify supply issues and their impact at a sub-regional/regional level.
- Identify providers in common and possible joint approaches (such as reviews)
- Explore cross authority commissioning for designated client groups

## Financial planning

It is important to note that financial resources will not enable all service gaps and priorities to be fully addressed. Financial planning will need to be clearly linked to agreed service development priorities.

The Supporting People Grant for Hertfordshire for 2007/08 is £21,000,881. This is about the same as the grant for 2006/07. It is likely that the grant in future years will, at best, remain at this level, although we have to be prepared for it to reduce.

It is therefore imperative that the Supporting People programme is based on sound financial plans and projections.

As the strategy is reviewed each year, it will assess the financial impact of robust application of eligibility and value for money on all services, including those provided by Adult Care Services and Primary Care Trusts. We know that there will be a funding gap for some services. The plans in future years will be explicit about how we will move to a position where only eligible services are funded. This needs to take reasonable account of the overall funding of vital services for vulnerable people.

However we are absolutely clear that Supporting People funding must only be used for eligible services.

The Hertfordshire Supporting People programme is moving toward establishing a maximum hourly rate and maximum numbers of hours available for different service intensity levels. This will be a significant aid in budget planning.

Financial planning will be informed by demand for services and supported by efficiency savings.

Where necessary we will plan resource shifts from one service user group to another in order to provide an appropriate balance of services across county.

The Supporting People grant for Hertfordshire in 2007/08 is £21,000,881. However the maximum commitment, if contracts for all services were fully taken up, exceeds the grant. We need to change the basis of our contracting so that commitments are reduced and better reflect actual usage of services. We also need to achieve savings by ensuring better value for money services.

The Commissioning Body will ensure that:

- The financial strategy developed by the Budget Strategy Working Group in 2006/07 is developed in order to sustain and develop housing related support services in line with the five year strategy
- Financial planning to implement five year strategy is in place and that the necessary links are made to the Programme Development Group

The Commissioning Body will work to maximise efficiency and effectiveness and ensure that the programme makes the best use of its financial resources.



## Implementation Plan

This high level plan sets out key actions to deliver the aims and objectives contained in the strategy, it makes links to the detailed implementation plans that will deliver each of the strands of work in relation to particular client groups and to the Service Improvement Plan. The Implementation Plan will be reviewed and updated each year to ensure that progress against the strategy can be monitored effectively.

Action	Outcome Measures & Milestones	Target Dates for milestones	Resources
Implement Value for Money and Eligibility Policies across the programme  <b>Lead Officer – Mark Janes</b>	Clear unit costs identified for all services  Monies for reinvestment in housing related support identified as unit costs and contracts agreed  Steady state contracts issued	April 07 to April 08  April 07 to April 09  April 07 to April 08	Tribal consultants enhancing capacity in Contract & Review Team  To be quantified on completion of value for money exercise  Contract & Review Team
Accommodation Services for Young People Project – deliver the actions set out in the project document and plan  <b>Lead Officer – Laura Fortune</b>	Provide suitable accommodation that caters for a range of needs from low level to those with complex needs  Open Three Rivers accommodation based scheme  Launch the agreed model for services to young people including floating support  Meet Local Area Agreement targets including stretch target on more young people moving on in a planned way  Availability and utilisation levels	April 07 to April 09  January 2008  June 2008  April 2009	Dedicated Project Manager funded through Supporting People  Current multi-agency funding estimated at £4,549,568 as per May 2007 report to Commissioning Body  Savings of £487,127 on current costs  Crouchfield Trust contribution of £2.1million over 5 years

	Outcomes achieved through support plans		
<p>Implementation of Older People Accommodation and Support Strategy</p> <p><b>Lead Officer – Mark Lobban</b></p>	<p>Project document which maps sheltered, extra care and residential/nursing home care across each district</p> <p>10% reduction in Supporting People funding of sheltered accommodation</p> <p>Delivery of 650 more extra care places</p> <p>Choice of accommodation and support services in each locality to meet the needs of older people</p> <p>Outcomes achieved through support plans</p> <p>Prevention of unnecessary admissions to hospital and long-term residential care</p> <p>Availability and utilisation levels</p>	<p>August 2008</p> <p>2009</p> <p>2010</p> <p>2012</p>	<p>Programme Management costs funded by Adult Care Services</p> <p>Current Supporting People spend of £4.7m on warden services – to be reduced by c10% (£470,000)</p> <p>Supporting People funding on extra care to increase (to be quantified following value for money work)</p>
<p>Implementation of Service Improvement Plan</p> <p>Review of Service Improvement Plan and development of annual plan for April 08 to March 09</p> <p><b>Lead Officer – Denise Radley</b></p>	<p>Actions completed</p> <p>Re-inspection by Audit Commission (aim to achieve at least one star rating)</p> <p>New annual plan in place</p>	<p>April 07 to April 08</p> <p>January 2008</p> <p>April 09</p>	<p>Administration Grant, previous years' underspend plus additional resources provided by Hertfordshire County Council to support the improvement plan – Tribal consultancy support</p>

<p>Develop a generic floating support and tenancy sustainment service that contributes to the prevention of homelessness amongst vulnerable people</p> <p><b>Lead Officer –</b> Karen Robinson</p>	<p>Scope and size of contract &amp; specification to be developed</p> <p>Service in place and operational</p> <p>County-wide coverage</p> <p>Number of new places in tenancy floating support and tenancy sustainment service</p> <p>Outcomes achieved through support plans</p> <p>Take-up by excluded vulnerable groups</p>	<p>September 2007</p> <p>April 2008</p> <p>April 2009</p> <p>Annual reporting</p>	<p>Contract value to be estimated as part of scoping work</p>
<p>Accommodation strategy developed for service users with mental health problems</p> <p>Implement the strategy</p> <p><b>Lead Officer –</b> Jess Lievesley</p>	<p>Joint accommodation strategy developed with social care commissioners and housing authorities</p> <p>Implementation of Strategy</p> <p>Outcomes achieved through support plans</p> <p>% of service users moving on in a planned way</p> <p>Availability and utilisation levels</p>	<p>April 08</p> <p>April 08 to April 09</p>	<p>Current Supporting People spend of £2.7m on mental health services</p> <p>Value for money work and strategy to quantify likely increase needed</p>
<p>People with substance misuse problems</p> <p>Homeless people</p> <p>People fleeing domestic violence</p> <p>People with a</p>	<p>Establish detailed commissioning plans for housing related support for these groups</p> <p>Implement commissioning plans for housing related support</p> <p>Reduction in use of</p>	<p>April 08 to 09</p> <p>April 09 to April 10</p> <p>2010</p>	<p>Current Supporting People funding:</p> <p>People with substance misuse problems - £166,000 (drugs), £270,00 (alcohol)</p> <p>Homeless people -</p>

<p>physical disability</p> <p>Offenders including mentally disordered</p> <p><b>Lead Officer –</b> Denise Radley</p>	<p>hostel accommodation by 50%</p> <p>Reduction in homelessness and people sleeping rough</p> <p>Outcomes achieved through support plans</p> <p>Availability and utilisation levels</p> <p>% of service users moving on in a planned way</p> <p>Number of people with primary/secondary support needs due to drug problems entering Supporting People services</p>		<p>£4.75m (some overlap with young people's funding)</p> <p>People fleeing domestic violence - £760,000</p> <p>People with a physical disability - £82,000</p> <p>Offenders including mentally disordered offenders - £340,000</p>
<p>People with learning disabilities</p> <p>Gypsies and Travellers</p> <p><b>Lead Officer –</b> Denise Radley</p>	<p>Establish detailed commissioning plans for housing related support for these groups</p> <p>Implement commissioning plans for housing related support</p> <p>Outcomes achieved through support plans</p> <p>Availability and utilisation levels</p> <p>% of service users moving on in a planned way</p> <p>Number of people with primary/secondary support needs due to drug problems entering Supporting People services</p>	<p>April 09 to April 10</p> <p>April 10 to April 11</p>	<p>Current Supporting People funding:</p> <p>People with learning disabilities - £4.3m</p> <p>Gypsies and Travellers - £256,000</p>

## Appendix

### Consultation

The Supporting People Strategy has been developed and finalised following a wide ranging consultation exercise. The draft strategy was available for comment on the Supporting people website, and was sent to all partners and providers in the county.

Workshops were held at the providers' conference held in April 2007 (attended by approximately 150 delegates from over 50 organisations).

The Supporting People team held meetings with 55 organisations or forums to discuss the strategy. These were attended by officers, members, service users and carers.

Written submissions were also received from 26 organisations. A list of those organisation that took part in one or more of these consultation exercises is set out below.

<b>Organisation/Group</b>
Abbeyfield Abbots Langley
Abbeyfield Kings Langley
Ability Housing Association
Adepta
Age Concern Hertfordshire
Aldwyck Housing Group Ltd
Bishop's Stortford YMCA
Borough of Broxbourne Council
Borough of Broxbourne Council - Housing and Homelessness Strategy Officers
Broxbourne Housing Association
Broxbourne Strategic forum
Carers in Herts
Castle Project
Cherry Tree Housing Association
Chrysalis Drug Project Ltd
Countywide Domestic Violence Forum
Dacorum Borough Council
Dacorum Borough Council - Housing and Homelessness Strategy Officers
Dacorum Emergency Night Shelter
East Hertfordshire District Council
East Hertfordshire District Council - Housing and Homelessness Strategy Officers
East Hertfordshire Strategic forum
English Churches Housing Group

Faiers Training
Forum for Offender Accommodation
GAP Scheme
Granta Housing Society
Harlow and Broxbourne Women's Aid
Hertfordshire County Council, Adult Care Services - Broxbourne Day Services
Hertfordshire County Council, Adult Care Services - Crime and Drugs Strategy Unit (Domestic Violence)
Hertfordshire County Council, Adult Care Services – Elderly People and Physical Disability
Hertfordshire County Council, Adult Care Services – Learning Disabilities
Hertfordshire County Council, Adult Care Services - Major Project Developments (Older People and Young People)
Hertfordshire County Council, Adult Care Services - Marsh Lane Day Centre
Hertfordshire County Council, Adult Care Services – St Michael's House
Hertfordshire County Council, Adult Care Services - Strategic Commissioning (Physical Disability and Sensory Need)
Hertfordshire County Council, Adult Care Services - Strategic Management Forum
Hertfordshire County Council, Adult Care Services: Commissioners and providers across a range of client groups
Hertfordshire County Council, Children, Schools and Families - Hertfordshire Safeguarding Children Board
Hertfordshire Fire and Rescue Service
Hertfordshire Partnership NHS Trust
Hertfordshire Partnership NHS Trust – Joint Commissioning Team Accommodation Strategy Group
Hertfordshire Partnership NHS Trust – Locality Implementation Team – Dacorum, Watford and St Albans
Hertfordshire Primary Care Trusts (East and West)
Hertfordshire Probation
Herts Aid
Herts Young Homeless Group
Hertsmere Borough Council

Hertsmere Borough Council - Housing and Homelessness Strategy Officers
Hertsmere Housing Forum
Hightown Praetorian and Churches Housing Association
Home Group
Home Group (Stonham)
Home Group (Warden)
Homeless Agencies Networking in Dacorum (HAND)
Homeless Prevention Partnership
Housing 21
Howard Cottage Housing Association
Irish Centre Housing
Joint Commissioning Team - Joint Commissioning Group (Drugs and Alcohol)
Joint Commissioning Team - Learning Disability Partnership Board Housing sub group
Joint Commissioning Team - Strategic Commissioning Group (Working Age Mental Health Group)
Jubilee House Care Trust
Learning Disabilities Housing and Support Project group
Lesley Payne (Carer)
Life Housing
Lifeways
London Commuter Belt Groups
Mencap Society
Mrs C Fincham
NCH, the children's charity
North Hertfordshire District Council
North Hertfordshire District Council - Housing and Homelessness Strategy Officers
North Hertfordshire Homes Ltd
North Hertfordshire and Stevenage Homelessness Forum
Papworth Trust - Housing Advice Service
People of Hertfordshire Want Equal Rights (POhWER)
Physical Disability and Sensory Services Strategy Group
Riversmead Housing Association
South Anglia Housing Association
Space East
Springboard Housing Association
St Albans and Hertsmere Women's Refuge

St Albans City and District Council - Housing and Homelessness Strategy Officers
St Albans District Council
St Albans Martins Trust
St John of God Care Services
St Pancras and Humanist Housing Association
Stevenage and North Herts Women's Resource Centre
Stevenage Borough Council - Housing and Homelessness Strategy Officers
Stevenage Haven
Stevenage Homes Ltd
Strategic Commissioning Group for Adult Mental Health
Substance Misuse Strategic Group
Three Rivers District Council
Three Rivers District Council - Homeless Forum
Three Rivers District Council - Housing and Homelessness Strategy Officers
Victim Support
Watford and District YMCA
Watford consultation with rough sleepers (video project) (Early April)
Watford Council
Watford Council - Housing and Homelessness Strategy Officers
Watford New Hope Trust
Watford POSH homeless forum
Welwyn and Hatfield Strategic homeless forum
Welwyn Garden City Housing Association
Welwyn Hatfield Council
William Sutton Trust (Ridgehill Housing Association)

A consultation feedback report is being prepared setting out the key issues raised during the exercise. These have served to shape and refine the strategy and, perhaps most valuably, have provided a wealth of information that will inform and structure the way that we implement the strategy.