



# **Supporting People Strategy 2005 - 2010**

## **Executive Summary**

March 2005  
Lambeth Supporting People

# Executive Summary

## Mission statement

To improve the health, well-being and quality of life for vulnerable residents of Lambeth by targeting efficiently a wide range of responsive, innovative and cost-effective housing-related support services. Services will be developed through partnerships in response to assessed local need and aim to promote choice, independence and diversity. We will ensure the effective delivery of the Supporting People (SP) programme in line with national and local strategic objectives.

## What is Supporting People?

### The SP programme

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SP is a national programme funded by the Office of the Deputy Prime Minister (ODPM) which commenced in April 2003. Housing-related support services were previously funded by a number of different grants. These were brought together into a single SP grant allocated to the local authority to ensure more effective delivery of services. From this time all local authorities have had the responsibility to administer the programme across a wide range of housing-related support services for vulnerable people.

Since the introduction of SP in April 2003, the Council has driven the SP programme to deliver a wide range of housing-related support services to vulnerable people to help them to live independently. As a key component of the Lambeth Community Strategy, the SP programme will essentially be achieved through a partnership between local government and the local community.

Lambeth has used the SP programme as a catalyst to drive forward new ways of working to deliver more joined up and integrated services for vulnerable people. The SP programme continues to be a key mechanism that will bring strategic agendas together. It is a formal partnership between Housing, Social Services, Probation and Health.

The SP Commissioning Board brings together senior commissioning representatives around the table, committed to moving the programme forward by providing effective and targeted services to benefit vulnerable people in Lambeth. The uniqueness of this cross-agency programme is the joint decision making and commissioning process that is undertaken through this partnership.

## **What are housing-related support services?**

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SP funds housing-related support services. These services are provided to vulnerable people for the purpose of developing their capacity to live independently in accommodation or sustaining their capacity to do so. SP services are delivered through individual support packages agreed between the provider and service user, and carried out by a key worker who works with a vulnerable person and provides services that include:

- assistance with housing and welfare benefits;
- advice, advocacy and liaison with other agencies;
- peer support and befriending;
- monitoring health and well-being;
- developing social and life skills;
- counselling and emotional support;
- resettlement when setting up and managing a new tenancy;
- advice about home improvements; and
- provision of community alarms.

Housing-related support is different from care, housing management and advice. However, many of these services complement existing Health, Housing and Social Care provision.

Housing support and supported housing are provided across a range of client groups. Many service users have one or more vulnerabilities. We have grouped primary client groups into seven groups.

*Table 1: Supporting People client groups*

<b>Young people and homeless families</b>	Young people at risk Young people leaving care Teenage parents Homeless families
<b>Domestic violence</b>	Domestic violence
<b>Vulnerable adults</b>	Single homeless Rough sleepers Offenders People with drug and alcohol problems
<b>People with mental health problems</b>	People with mental health problems Mentally disordered offenders
<b>Older people</b>	Older people with support needs Frail elderly Older people with mental health problems Careline Home Improvement Agency
<b>Disabilities</b>	People with physical and sensory disabilities People with learning disabilities

Table 1: Supporting People client groups (continued)

<b>Socially excluded groups</b>	Refugees People with HIV/AIDS Travellers
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## Where are we now?

The SP grant allocation for 2004/05 is the fourth highest in London at £22,112,120.

We have 368 services providing housing-related support to more than 5000 people. The large majority of services are accommodation-based (92% funding and 84% units) with a smaller proportion of floating support services (8% funding and 16% units). Lambeth SP services include 43 jointly commissioned services and 54 cross-authority services. Two-thirds of services are medium- to long-term and one-third are short-term services.

The four highest spend client groups – single homeless, people with mental health problems, older people and people with learning disabilities – make up more than 70% of the total SP budget and 80% of total units. In contrast the five lowest spend client groups – people with HIV/AIDS, refugees, homeless families, travellers and people with physical and sensory disabilities – make up less than 5% of the SP budget and 5% of units.

Table 2: Highest and lowest spend and number of units by primary client group

<b>Client groups with highest spend and units</b>	<b>Spend (%)</b>	<b>Units (%)</b>
<b>Single homeless and rough sleepers</b>	34%	15%
<b>People with mental health problems</b>	19%	11%
<b>Older people and frail elderly</b>	14%	49%
<b>People with learning disabilities</b>	5%	3%

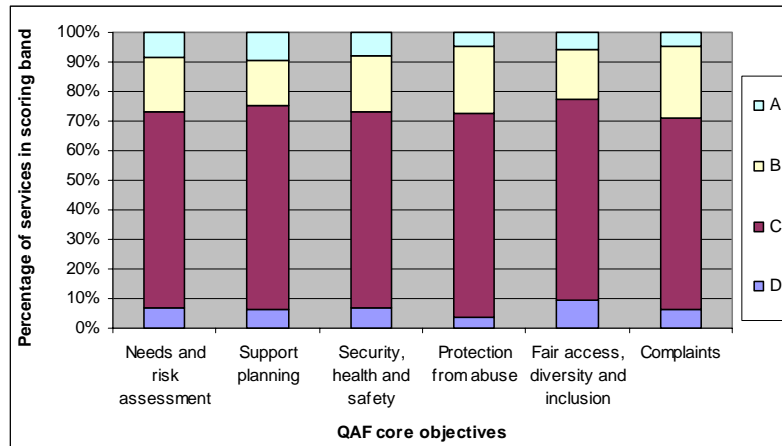
<b>Client groups with lowest spend and units</b>	<b>Spend (%)</b>	<b>Units (%)</b>
<b>Refugees</b>	1%	1.5%
<b>People with physical and sensory disabilities</b>	1%	1%
<b>People with HIV/AIDS</b>	0.6%	0.6%
<b>Homeless families</b>	0%	0%
<b>Travellers</b>	0%	0%

Many of our existing services have been found to be outdated or inappropriate in meeting current needs and strategic targets. Through our performance and monitoring we have identified 22 services that are not achieving the required performance standards. The set ODPM performance indicator for utilisation levels states that the occupancy should be not less than 80% for short-term accommodation, 90% for long-term accommodation and 90% for floating support services.

The Service Review programme has identified a variance in quality across all our services through the Quality Assessment Framework (QAF) used as part of the

review process. Two-thirds (67%) of services have assessed themselves as an average C rating across all six core objectives. Approximately one-quarter of services assessed themselves as an A (7%) or B (19%) rating.

Figure 1: QAF service information for 2004/05, February 2005



Currently there is a major bottleneck within the supported housing sector; particularly in much needed transitional schemes, e.g. hostels and intermediate housing. This is due to delays in finding move on accommodation for service users.

## Managing change

It is recognised that the profile of services inherited by the Lambeth SP programme in 2003 does not fully reflect local need. This is evidenced in needs information and through our consultations to inform the Strategy.

An essential part of the programme will be to identify available funding from the reshaping of existing services not meeting the needs of local people. Funding from these services can be reinvested into the development of new and improved services to more effectively target the needs of local residents.

The Strategic Relevance Review process is a strategic mechanism used for evaluating current services and recommending change and improvement across the sector. This change process is being implemented by identifying underperforming, non-Value for Money and non-strategically relevant services.

Completion of a Service Review will result in one of the following recommendations being made to the Commissioning Board:

1. The service is assessed as good quality and strategically relevant, and is put forward for accreditation to change to a steady state contract;
2. The implementation of a planned programme to improve the quality and performance of services provided;
3. The remodelling of existing services to provide a more strategically targeted and appropriate service; or
4. The decommissioning of services identified as outdated and not meeting local priorities, targets and needs.

All changes to existing services will be undertaken as part of a properly planned approach with our funding partners and with full consultation with local providers and users. This includes undertaking a Race Equalities Impact Assessment so that the Service Review process is applied fairly and equitably, and the outcomes do not disadvantage any particular group.

The pace of change towards a sector that is strategically relevant and commissioned to target local needs and priorities will be largely dependent on Lambeth's future SP grant allocations. The ODPM has imposed an annual savings target on the local authority each year since the introduction of the SP programme in April 2003. Any further future ODPM-imposed efficiency savings will obviously limit the pace of change of the SP programme.

Early predictions from the ODPM future allocation funding formula, to be introduced in April 2006, indicate a stable future funding position. This stability in funding would mean that new services could be delivered through effective reinvestment by the modernisation of outdated services to provide services more effectively targeted at the needs of local residents.

Lambeth is taking a proactive approach to providing comprehensive evidence on local need to strengthen the argument for increased future funding. We continue to work through the Local Government Association and Association of London Government and regional groups to lobby the ODPM to ensure that both Lambeth and London receive a fair and equitable future grant allocation through the distribution formula.

The local programme has clear and achievable targets to enable us to monitor its progress over the next five years, in line with agreed local performance indicators. These include indicators that are identified through other local strategies, as well as indicators required by the ODPM.

In addition, in Lambeth we are applying a quality and performance framework to the work of the Lambeth SP team, with performance indicators to monitor the progress of our work and the implementation of the Strategy.

## Lambeth Supporting People in 2010

As part of Lambeth Council's continuous improvement programme, one of the key priorities of the administration is to focus on providing services to residents and in particular to refocus and develop new services designed both to support and advise vulnerable adults and develop capacity in the community and voluntary sectors.

In line with local performance targets, the future SP programme will maximise opportunities for joint commissioning housing-related support services to meet local strategic targets. As part of a new Adults and Community Services Division, Supporting People will have developed with our commissioning partners a whole systems approach to jointly commissioning an increased choice of community-based services across the broad range of different client groups.

As a key part of the local preventative agenda, Supporting People will continue to work across a commissioning partnership of Social Services, Health, Housing and Probation. The programme over the next five years will draw on skills and resources from outside the Supporting People team and work in partnership with others, including education, employment and welfare services. Many of our local targets will depend on more joined-up and better ways of working and increasing the percentage of jointly commissioned services to meet unmet need. Developing strong partnerships in this way will add value to the development of local Supporting People housing-related support services.

By 2010 Lambeth Supporting People will have mapped local need so that local services are delivered appropriately. As part of the local Community Strategy, housing-related services will be targeted at key areas of deprivation, and link closely to the Homelessness and Community Safety agendas. The local programme will promote social inclusion and help build and sustain communities by working across regeneration initiatives and the local neighbourhood renewal programme. There will be a strong focus on excluded client groups and in particular those people with dual and multiple needs.

The future profile of services will be based on sound and robust needs information that will fully reflect local need, including unmet need. We will provide more flexible services tailored to meet individual needs. We will provide different models of service provision to support vulnerable people to increase independent living.

In particular, there will be increased provision of housing-related support that moves with the needs of the individual rather than being linked to accommodation. These services will be clearly defined and will provide planned pathways of support. We will provide more floating support and tenancy support services delivered to vulnerable people in their own homes.

By 2010, Lambeth Supporting People will deliver high-quality, strategically relevant and cost-effective services across the sector as follows:

- all services will have been remodelled in accordance with local strategic targets;
- all services will provide Value for Money;
- we will provide a wide and flexible range of services aimed at different needs defining different levels of support;
- services will be developed with appropriate contracting and clear service specifications;
- services will be provided in a fair and equitable manner; and
- all services will be accredited and on steady state contracts.

We will have carried out full and extensive user consultation through our local User Engagement Strategy. We will ensure all vulnerable residents and their carers are aware of local housing-related support services and know how to access them. We will have increased access to local services for Lambeth people as well as meeting our cross-authority requirements.

By 2010, we will have developed local and regional move on strategies. Working with our regional Housing Board we will maximise development opportunities through capital programmes to provide increased move on accommodation with more innovative floating support options.

Regarded as a change programme, by 2010 Supporting People in Lambeth will have developed well-targeted and innovative services that provide flexible and dynamic housing-related support services for vulnerable people. Lambeth Supporting People will have fully maximised capacity-building opportunities and have developed national and local recognised areas of good practice.

## Context

Lambeth is a place of contrasts. It stretches from Waterloo in the north of the borough through Brixton and to Streatham in the south. It is one of London's most culturally diverse yet deprived inner-city boroughs. It faces the challenges and demands of a transient population, demands of migration to the capital and increasing demands on its housing, social care and health services.

Lambeth is the most densely populated of all 32 London boroughs with 266,170 people living here – the fifth highest population density in the United Kingdom. This is projected to increase by 7.2% by 2006. It is anticipated that by 2015 there will have been an unprecedented growth in the number of people living in the borough.

## **Community profile**

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One of Lambeth's strengths is the diversity of its residents:

- thirty-eight per cent of residents are from ethnic minority backgrounds;
- over 157 languages are spoken;
- the largest minority ethnic groups are Black Caribbean (12.1%), Black African (11.6%) and Other Black (2.1%);
- almost half of Lambeth's population is aged between 20 and 40;
- Lambeth has a smaller percentage of older people (12%) compared to England (20%); and
- There are forty thousand people with a disability, including physical, sensory or learning disabilities and long-term health problems and people with mental health problems.

## **Housing**

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There are 118,440 households in the borough. This figure is projected to rise to 142,000 by 2016. The average house price is £233,000. Lambeth, like other inner London boroughs, faces a severe shortage of affordable housing:

- forty-two per cent of households live in Registered Social Landlord (RSL) or Council accommodation;
- sixty-eight per cent of Black Caribbean and 71% of Black African residents live in Council or other social housing properties;
- seventy-eight per cent of applications for housing are from Black and Ethnic Minority (BME) groups; 22% of Lambeth households are overcrowded;
- it is estimated that approximately 39% of the Council's housing stock (12,500 properties) does not meet the Government's Decent Homes standards;
- Council and other social rented housing is concentrated in the north, east and centre of the borough;
- seventy per cent of households in Lambeth live in flats, which is standard for inner London; and
- almost 38% of Lambeth households consist of one person living alone, of which a quarter are single pensioner households.

## **Income, employment and deprivation**

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Levels of poverty and exclusion in Lambeth are some of the highest in Britain, and large groups of people find it hard to get work or gain the skills to enter the job market.

- There are 9500 businesses in Lambeth, and approximately 102,000 jobs.
- Lambeth's unemployment rate for 2002/03 was 8.4%, compared to the London average of 7%, with 4500 registered as long-term unemployed in this period. This is the highest level in London.
- In the age range 25–74 years, 14.5% of Black Caribbean people and 15.4% of Black African are unemployed, compared to 5.2% of White British.
- Twenty per cent of households have a gross income of less than £10,000 per annum; however, 20% have a gross income of more than £50,000 per annum.
- Lambeth has three wards in the bottom 10% of the most deprived wards in the country, with a further five wards declining and within 1.5% of falling into the bottom 10%. Seventy-five per cent of Lambeth's wards are in the bottom 20%.

## Lambeth Supporting People Strategy

The Lambeth SP Strategy sets out the framework for managing and implementing change and improvement to the sector over the next five years. It focuses on planning, reviewing, commissioning and procuring services to meet local need. The local programme will ensure that these services are assessed for quality and Value for Money through a planned and robust review process. Ensuring inclusion and diversity is integral to the Strategy.

### **Strategic objectives (SOs)**

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The five strategic objectives are the key themes of the Strategy over the next five years. Each theme has a performance indicator/s, which will be monitored to assess the Strategy's progress.

#### SO1 Promoting and sustaining independence

We will enhance social inclusion and support community well-being by commissioning services to sustain vulnerable people's independence and address the needs of socially excluded groups and those whose needs are not met by current provision.

The SP programme opens up an opportunity for the local authority to more effectively target essential provision of the borough's supported housing and to provide new and innovative individual support services to maintain people in their own homes and to promote their independence.

<b>SO1 performance indicators</b>	<b>2005</b>	<b>2010</b>
Increase service users who are supported to establish and maintain independent living (KPI 1, ODPM)	98%	100%
Increase service users who have moved on in a planned way from temporary living arrangements (KPI 2, ODPM)	67%	100%

### SO2 Investing resources to meet identified need

Our first priority has been to assess local need more accurately and identify unmet need in order to ensure that new services are commissioned effectively. This evidence will also be vital in making a strong case for our future grant allocation in Lambeth. Lambeth SP has an ongoing programme of remodelling and reinvesting in services based on local need and the outcomes of the Service Review programme.

The Lambeth SP programme has identified the importance of developing a more innovative way of delivering services that recognises the individual needs of service users across a wide range of client groups. It is clear that different models of supported housing and housing-related support are needed. The Strategy sets out a framework to commission more integrated and varied service models of housing-related support that offer vulnerable people in Lambeth greater choice and flexibility.

Increasing the provision of floating support is a strategic priority for Lambeth SP. Floating support will deliver flexible housing-related support services that can move with the person rather than being tied to their accommodation. It will include specialist services for specific client groups and/or across client groups, and deliver tenancy support and outreach services.

<b>SO2 performance indicator</b>	<b>2005</b>	<b>2010</b>
Increase the percentage of floating support services in Lambeth	16% of services	25% of services

### SO3 Engaging with users and providers

Through our User Engagement Strategy we will ensure that service users have opportunities to influence what types of housing-related support services are provided in Lambeth, how those services are delivered and how they are assessed.

It is recognised that Lambeth has a rich diversity of SP services provided by the independent sector, including the voluntary sector and Registered Social Landlords (RSLs), as well as statutory and local authority services. Many provide strong services and we are committed to working with providers for the improvement and future development of these and alternative services.

<b>SO3 performance indicators</b>	<b>2005</b>	<b>2010</b>
To participate in the Three Borough SP Provider Forum	4 meetings	4 meetings
Develop and distribute Lambeth SP newsletters to the local community and providers	2 newsletters	2 newsletters

### SO4 Improving access to SP services

We will commission services to achieve fair, equitable and transparent distribution of resources across all client groups, tenures and ward areas.

In conjunction with our partners, we will ensure information about existing SP services will be readily available and accessible to Lambeth residents.

To improve access to SP services, Lambeth SP has been working with Housing to develop the new Support, Needs, Assessment and Placement (SNAP) team. The team provides a gateway to local SP services and matches people's needs to the appropriate services. The SNAP team will ensure services are targeted to those in greatest need and will provide vital information on needs and demand, to help plan future services.

<b>SO4 performance indicators</b>	<b>2005</b>	<b>2010</b>
Increase access by Lambeth residents to Lambeth SP services to equal London average	51%	London average (76%)
Ensure fair access to people who are eligible for SP services (KPI 3, ODPM)	40%	46%

#### SO5 Partnership working and joint commissioning

Lambeth SP is committed to working in partnership to achieve its vision, strategic objectives and priorities. All commissioning will be made within the constraints of the SP budget locally and will target the national and local strategic objectives of partners. We will work in partnership with relevant stakeholders and agencies to ensure that resources and funding are maximised to deliver jointly commissioned services that target unmet need. We will work to add value to SP and our partners' services through collaborative working.

<b>SO5 performance indicator</b>	<b>2005</b>	<b>2010</b>
Increase the percentage of jointly commissioned services to meet unmet need	12% of services	20% of services

## **Commissioning**

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### Young people

Lambeth has a comparatively young population and high numbers of young people who are vulnerable and at risk of homelessness. This includes large numbers of young people in care, high rates of offending amongst young people and the highest rate of teenage pregnancy in Western Europe. SP services for young people have high strategic relevance and currently include accommodation, support and mediation, tenancy support and Foyer projects. Service Reviews are scheduled for July–September 2005/06 and the outcome will inform the future development and commissioning of SP services.

There is limited information on the housing-related support needs of young people in Lambeth, including the rates of tenancy failure, and this has been identified as a priority area to progress in 2005/06. Future service development will deliver quality interventions with a focus on prevention and early intervention, providing appropriate support and guidance to young people. Resettlement services that offer flexible support to young people as they move to independent

living are a priority. Joint commissioning to promote long-term independence and social inclusion is a high priority. The newly established Young People and Homelessness Group will provide a forum to identify and respond to local need in a co-ordinated way.

### Domestic violence

Lambeth has the highest levels of domestic violence in England and Wales, and reducing domestic violence is a corporate priority. According to Metropolitan Police Service data the majority of victims are women, with one-fifth aged 21 to 25 and one-half African-Caribbean. Refuges are designated cross-authority services, and Lambeth SP commissions nine refuges (with one generic service and eight culturally specific services) and a floating support service.

Domestic violence has been highlighted as an issue across many SP client groups, including young people, single homeless and people with drug and alcohol problems. Local consultations have identified increasing numbers of women presenting with high support needs, specifically mental health and substance misuse. Matrix Research has identified a similar trend across the country. Service Reviews will take place in July–September 2005. Increasing the choices available to women escaping domestic violence is a key priority, as is supporting women to resettle into housing. Lambeth SP will work with partners to lobby for a pan-London approach to planning and commissioning services.

### Vulnerable adults

The vulnerable adults group includes single homeless, rough sleepers, offenders and people with drug and alcohol problems. The complexity of needs means that many people have needs that present in more than one primary client group. In the last three years there have been increasing numbers of single homeless people accepted in Lambeth, with many people placed in temporary accommodation with no housing-related support. It is estimated that 130 people become rough sleepers in a year in Lambeth, and that there are 180 female sex workers of whom the majority are drug users and of no fixed abode. The consultation with service users highlighted drug use as the main factor contributing to homelessness. For women the main contributing factor was domestic violence. The Probation Service in Lambeth has the highest caseload of any London borough, with 2157 people. Research has shown that homeless offenders are more likely to be reconvicted, compared to offenders with stable accommodation on release and housing-related support. Two-thirds of offenders cited alcohol and drug misuse as the main issues contributing to their offending behaviour.

A large number of services for single homeless people provide support for people with drug and alcohol problems. The Strategic Relevance Review of single homeless services has made recommendations on remodelling services to improve Value for Money and strategic relevance and better meet local needs. Future commissioning will have a strong emphasis on prevention, early

intervention and tenancy sustainment. Specific services for offenders and women with children and problems with substance misuse have been identified as priorities for future commissioning. An integrated aftercare service working with people on discharge from prison and rehabilitation centres and providing housing advice, support and resettlement is integral to meeting long-term strategic outcomes in the borough. Planning and commissioning services for vulnerable adults will involve joint working with our partners, including the Drug and Alcohol Team, the Drug Intervention programme, Probation, Housing and the Primary Care Trust.

### Mental health

Lambeth has high levels of mental health needs and a particularly high number of forensic patients (serious offenders with mental health problems) and people with psychoses. People from BME communities are over-represented in people with mental health needs. In our consultations mental health was identified as an issue of primary concern across many SP client groups, including single homeless, rough sleepers, people with drug and alcohol problems and domestic violence. Anecdotally there is a reported increase in the number of people presenting with complex needs, and an increasing prevalence of people with dual diagnosis (defined as mental health and drug/alcohol problems).

Lambeth SP will work with our partners to develop a whole systems approach to mental health provision. Flexible packages of support and care need to be available to meet individual needs, including resettlement services to support people to move to independent living and clear access points for people who may need support at some point in the future. SP services will be remodelled based on the outcomes of the Strategic Relevance Review and Service Reviews. This will shift services from shared accommodation-based services to self-contained high quality services, with a consolidation of contracts to improve service delivery, efficiency and Value for Money. The Mental Health Housing Subgroup will initially focus on cost analysis and benchmarking different service models and a mental health accommodation strategy to improve move on from residential care to supported-housing. Further priorities include provision for forensics, culturally appropriate services and women's services.

### Older people

Lambeth has a smaller percentage of older people compared to London and England; however, older people in Lambeth are more likely to be living in Council housing and in deprivation. Population projections for the next five years show an increase in people aged 85 and over in Lambeth. Sheltered housing, much of which is outdated, makes up the majority of services for older people in Lambeth. The Strategic Relevance Review was part of a Sheltered Review of 'bricks and mortar' and the findings, including a five year commissioning plan for models of service development, will be completed in 2005.

Our consultations found that many older people are socially isolated and have concerns for their personal safety and well-being. The majority of older people stated that they wanted to continue living in their own home for as long as possible with support being provided in their own homes, rather than moving to an accommodation-based service. The Home Improvement Agency will continue to support people to live independently. SP services will increasingly move towards joint funding of services, with clear pathways and co-ordinated services with support, care and extra-care to meet people's individual needs. Priorities identified for developing services in the future include services for people aged 85 and over, older people with mental health problems, and floating support. Models and services using assistive technology will be further developed to deliver affordable support and care to older people in their homes.

### Disabilities

It is estimated that there are approximately 26,000 people in Lambeth with a physical or sensory disability. There are five services in Lambeth and Service Reviews are scheduled for October–December 2005. This client group has been identified as a priority area for further development, including investigating the use of assistive technology to keep people safe and out of hospital and expanding the new pilot floating support service.

Lambeth SP works closely with Adult Learning Disabilities (ALD) to jointly plan and commission person-centred services for people with learning disabilities. There are 931 people with learning disabilities known to ALD in Lambeth, of whom 200 have been recently identified and not in receipt of services. Many people live in residential care homes or are supported to live at home. Priorities for service development include investigating different models of independent living, and the type and level of support required. This includes planning and commissioning support packages for people in transition from children's to adult services. Local and national strategies give a high priority to expanding the choice of housing, support and care services for people with learning disabilities. The recommendations of the Strategic Relevance Review of services, support these priorities in the shift towards developing flexible models of supported living.

### Socially excluded groups

This client group includes refugees, people with HIV/AIDS and travellers. Lambeth SP commissions a small number of services for refugees and people with HIV/AIDS, and Service Reviews are scheduled for October–December 2005.

Lambeth has a significant refugee population, including people with and without recourse to public funds. In recent years former asylum seekers have accounted for a growing number of homeless applications, comprising up to 10% of households in temporary accommodation in Lambeth. Lambeth SP will initially map services provided to refugees across other client groups, particularly where

refugees are accessing services for single homeless people, to develop a better profile of local need.

Lambeth and Southwark have the highest HIV prevalence rates in the country, and there is a predicted increase in the need for HIV support services. SP is reviewing existing accommodation-based services to ensure that they reflect needs for more flexible services, with well developed links to Health and other services.

Lambeth has one official traveller site in the borough and the local Housing Office assists with housing-related issues. Currently there are no SP services for travellers and Lambeth SP is working with the South East London Regional Group to evidence the need for jointly commissioning a regional floating support service.

### **Key priorities for future investment**

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The rate and extent that services can be reshaped to meet need is governed by capacity issues. This involves:

- other funding made available through joint commissioning opportunities;
- provider capacity to set up and manage new services; and
- the local delivery of day-to-day activities as part of the programme.

New services will need to be planned in a staggered way over the course of the five year Strategy dependent on the resources available. Future annual plans will be adapted to incorporate any change in funding position.

Currently, there is a low percentage of service provision in the client groups identified below. This is also demonstrated by local needs and deprivation indices outlined in initial ODPM distribution formula targets. These have been identified as key areas for growth.

In addition, the Strategic Relevance Review and strategy consultation process has identified the same key priorities for increased investment in Lambeth.

These are:

- homeless families;
- young people across all client groups;
- people with physical disabilities;
- frail elderly aged 85 and over; and
- socially excluded groups, including people with HIV/Aids and refugees.

## **Other priorities for future investment**

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Further priorities have been identified for future investment across the Lambeth SP programme. These are also recognised as strategic objectives, and targets have been set for their implementation in the next five years. The priorities are:

- floating support: currently floating support services comprise 8% of funding and 16% of units. Increasing the provision of floating support is a strategic objective (see SO2 – Investing resources to meet identified need);
- short- and long-term services: there is a higher proportion of long-term SP services in Lambeth (two-thirds) and we will shift the balance to increase the provision of short-term services that are flexible and responsive to individual needs; and
- joint commissioning: through the Strategy we will commission more-integrated and varied service models of housing-related support that offer vulnerable people in Lambeth greater choice and flexibility. Joint commissioning is a strategic objective (see SO5 – Partnership working and joint commissioning).

## **Cross-authority services and Lambeth SP Strategy**

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Lambeth is a member of the following national, regional and pan-London groups:

- the Association of London Government (ALG) Strategic Forum;
- South East (SE) London Group (mirroring the Health Authority), comprising Lambeth, Southwark, Lewisham, Bexley, Greenwich and Bromley; and
- South West (SW) London Group (to feed into the Regional Housing Board), comprising Lambeth, Wandsworth, Sutton, Kingston, Merton and Richmond.

We have 54 cross-authority services in Lambeth. These services are open to residents from across London from the following client groups:

- domestic violence;
- single homeless;
- offenders; and
- people with drug and alcohol problems.

Lambeth SP wants to maximise the opportunities for the development of the programme through both capital and revenue funding. We will work towards cross-authority targets and in regional housing groups to secure capital funding for future developments. SP needs to play a key role within the local and regional Housing Strategies to increase and develop initiatives on move on and future capital investment. We will pursue opportunities for joint working and joint procurement for SP services.

Lambeth will make any future commissioning decisions in consultation with stakeholders from other boroughs. Lambeth has the lead responsibility for contracting cross-authority services in the borough.

### **Quality and innovation**

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Lambeth SP is committed to working closely with our commissioning partners, providers, service users and other stakeholders to deliver the five year Strategy. We will continue to plan and commission high quality housing-related support services that are strategically relevant and cost-effective, using robust and evidence-based information. We will work collaboratively with our partners to improve the performance and quality of local services, so that service users receive optimum services that are flexible and tailored to meet their individual needs. We will proactively work with partners to develop services that are recognised as innovative and best practice. In doing so we will aim to establish Lambeth SP as an excellent programme that will contribute to our local Comprehensive Performance Assessment (CPA) for 2008 to improve local services.