

SP Outcomes pilots give hint of focus of future contracts

(The Department of) Communities of Local Government and a working group of SP authorities and providers have developed a pilot outcomes framework. Critically it is being developed for wider use than the SP programme.

The framework aims to measure contributions to national and local objectives and assist in the delivery of Local Area Agreement targets (and therefore e.g. Children's and Adult Care Services).

CLG are looking specifically at the benefits of further management information weighed against the administrative task of collecting additional amounts of this information.

The 5 high level outcomes, which form the basis of the framework, are those adopted by the Department for Education and Skills (Dfes) for the Every Child Matters: Change for Children programme:

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

These outcomes not only link to wider government objectives but will also contribute to the CLG's Creating Sustainable Communities strategy. Against each of these 5 high level outcomes are a number of indicators and specific questions about the outcomes in relation to the identified support.

The two authorities taking part in the pilot for the East of England are Essex and Cambridgeshire.

The final version of the outcomes form will also be electronic only. If you have any queries/ comments/suggestions about the workings of the pilot, please contact the SP Helpline - tel: 020 7944 2556 - email: supporting.people@communities.gsi.gov.uk

ENJOY AND ACHIEVE

Did the person have an identified need for support in relation to

- training and / or education?
- leisure/cultural/faith or informal learning opportunities?
- a range of work-like activities?
- contact with external services/groups/friends /family?

If yes, what were the outcomes as a result of the service?

'STAY SAFE'

Did the person have an identified need for support in relation to

- move on in a planned way?
- maintaining their accommodation and avoiding eviction?

If yes, what were the outcomes as a result of the service?

'ECONOMIC WELLBEING'

Did the person have an identified need for support in relation to:

- welfare benefits?
- managing debt?
- paid work?

If yes, what were the outcomes as a result of the service?

'BE HEALTHY'

Did the person have an identified need for support in relation to

- primary health care,
- mental health care or
- drug and/or alcohol services?

If yes, what were the outcomes as a result of the service?

'POSITIVE CONTRIBUTION'

Did the person have an identified need for support in relation to

- involvement in the community?
- Statutory Order and Related Processes?

If yes, what were the outcomes as a result of the service?



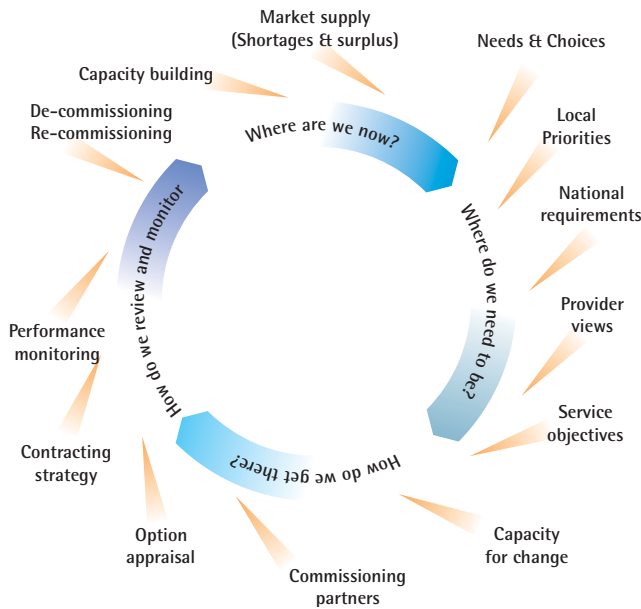
Do you have something to say?

If you would like to **contribute** to the next edition of **Raising the Roof**, please email Kezia at kezia@space-east.org or telephone 01603 617299

Providers have a central role in commissioning processes – three useful insights why!

The following offers three useful insights into the thinking behind commissioning and the opportunities for the not-for profit supported housing sector to shape and influence local commissioning processes.

1. Good Practice in Strategic Commissioning



- Define an annual commissioning round that is as synchronised as possible with the other main commissioning bodies, such as Health, to maximise the scope for collaborative, if not joint, commissioning
- Set strategic priorities which are challenging but achievable within the available resources. Without resources, commissioning is reduced to 'wish-list planning'.
- Express objectives in terms of measurable benefits to the lives of service users and their carers – objectives that are meaningful to users and carers themselves
- Allow generous time to consult with all stakeholders, usually on a three-year cycle, with an annual revision process
- Have a communication strategy for keeping stakeholders informed of progress against the strategic priorities
- Blend top-down strategic thinking with bottom-up innovation to secure a wide ownership of commissioning strategies
- Back every commissioning strategy with an implementation plan, specifying objectives, performance indicators, timescales, resource allocations and lead responsibilities
- Integrate commissioning strategies into every aspect of business planning and performance management and agree on a standard template to aid the read across between strategies

2. The Must Dos of commissioning

Fashion an inclusive process:

Design an explicit and transparent commissioning process which promotes and values the contributions of all stakeholders.

Set clear goals:

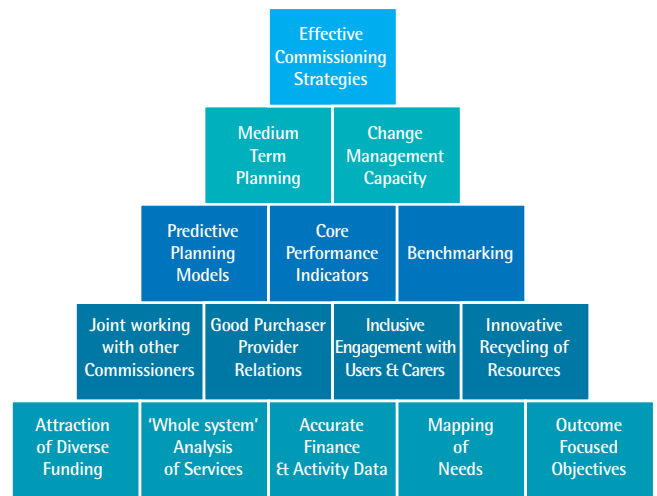
Define a limited number of key strategic objectives, bringing together national imperatives and locally determined priorities.

Monitor progress:

Develop a core set of performance indicators to monitor the progress in achieving strategic objectives, focusing more on user/carer outcomes and less on process measures.

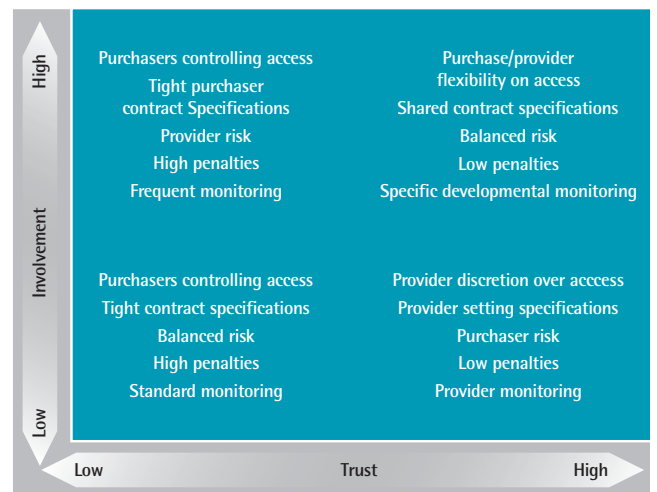
Get value for money:

Use the principles of Value for Money to inform all commissioning decisions



3. Relationships with providers

Number of Providers	Low	High	Low	Low	High	High
Quality of Service	High	High	High	Low	Low	High
Level of Demand	High	High	Low	High	High	Low
Provider Power	Strong			Weak		

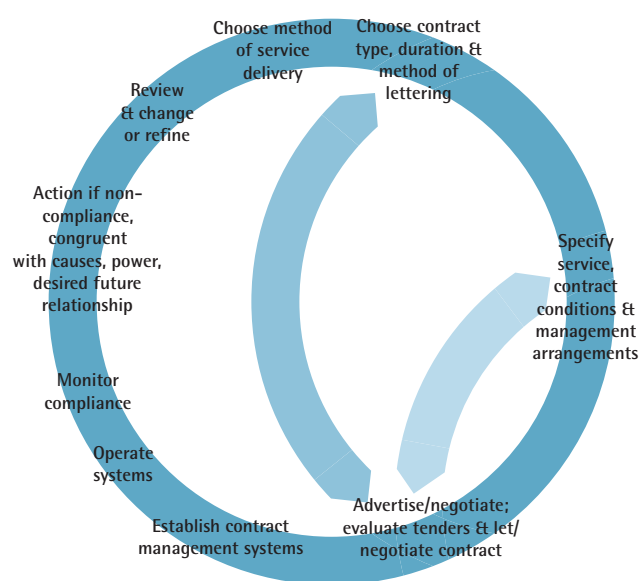


The spectrum of "provider power" is dependent on numbers quality of service and level of demand.

- Seek to develop relationships of mutual trust with providers, as adversarial relations are normally time-consuming and non-productive
- Promote an open two-way sharing of information with providers that is not confined to the negotiation of fee levels but embraces shared problem solving, risk management and forward planning
- Encourage providers to be represented in formal dialogues through affiliation to their local associations but keep open channels of communication with non-affiliated providers through newsletters/circulars etc
- Expand collaborative support systems, such as shared training and workforce development
- Be alert to the need to support smaller providers in developing their contracting skills, so as to be able to compete with larger providers

- Discriminate positively in favour of small providers who give a specialist, local service that is viewed as effective and beneficial, for instance, within a specific minority community (they will probably be better able to recruit good local staff than a larger provider, external to the area)
- Be clear and explicit about the role of any in-house provision, whether it is to complement and/or compete with the independent sector
- Do not delay in developing internal Service Level Agreements or internal trading mechanisms with in-house providers to make the accountability even-handed with independent sector providers and to make the financial implications more explicit within the contracting process
- Transaction costs can be minimised dependent of the level of mutual trust between the purchaser and the provider.
- Contractual implications of purchaser / provider trust
- Ensure that all the transaction costs of all the different contracting arrangements are included in budgetary accounting and comparisons
- Be mindful that the more providers you have the more your transaction costs will be, so balance this consideration against other factors such as choice etc
- Drive down transactions costs e.g. electronic invoicing

The contractual cycle



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Reminders Consultations coming to a close

Quality Standards for Young People's Information, Advice and Guidance (IAG). Friday 16th March 2007.

The Department for Education and Skills have produced this document in collaboration with organisations that have a major interest in ensuring IAG is delivered at a high standard. Views on the standards are welcome.

Suffolk County Council undertakes 12 week supplier consultation. Friday 6th April 2007.

This Charter is purely for the process of Tendering with the County Council (not the process for Service Agreements or grants) and applies to any supplier, not just the voluntary and community sector. A copy of the draft can be downloaded from the Space East Website. If you would like to make any comments or suggestions, please contact Jo Clapham Tel: 01473 264456

Allocation of Accommodation: Choice Based Lettings – Code of Guidance for Local Housing Authorities. Tuesday 10th April 2007

The DCLG have released a publication "Allocation of Accommodation: Choice Based Lettings – Code of Guidance for Local Housing Authorities" for consultation. The draft is aimed at Local Housing Authorities and Social Landlords and provides information about factors which local authorities should take into account when framing their allocation scheme to offer a choice of accommodation to housing applicants. To read the draft call Tel: 0870 1226 236 or email: communities@twoten.com.

Briefing News

What is New for National Offender Management Service (NOMS)

Reducing Re-offending Housing and Housing Support Framework. In December 2006 NOMS released the document 'Reducing Re-offending Housing and Housing Support Framework'. The Framework is intended for national, regional and local stakeholders and aims to develop partnerships to reduce the likelihood of offenders re-offending and improving the housing options for offenders. To read about this in detail more take a look at our new briefing: "Managing Inclusion Briefing 15 - The Resettlement of Ex-Offenders"

East of England pilots sought on zero-based rent and charges reviews

Support Solutions have been helping RSLs, and not-for-profit organizations offering housing and support, across Britain for a number of years by developing zero-based rent and charges reviews, using principles related to the Resource Accounting or Revenue Accounting process.

We have found, since the introduction of this programme to the North-East of England in the early nineties, that many organisations do not use a comprehensive approach to ensuring that all of the eligible housing costs are recovered in the rent paid by housing benefits. This is often compounded by adding incrementally to existing rent elements year on year without any reference to the actual baseline cost. In a number of cases eligible elements which should and could be claimed as part of a legitimate housing and support package do not feature within the rent structure at all.

Many providers are not aware of the many complex and changing housing benefit regulations and case-law developments as they apply to supported housing for vulnerable

people. This information is generally not volunteered by local authorities operating the finance and benefits systems!

The long term outcomes of failure to optimize the revenue streams available tend to include a deterioration in the fabric and quality of housing and support systems. From a business point of view many organizations find it difficult to make financial ends meet.

Support Solutions offer a three-year programme to address these shortfalls. This is not a 'consultation' process but a highly specialized representation on behalf of the provider to a local authority. Importantly there are no fees payable, should there be no capacity for rent/charge uplift, and all fees are calculated as a percentage of the uplift gained, so there are

no implications for hard-pressed budgets. Support Solutions work closely and co-operatively with colleagues in Housing Benefit teams to establish new rent structures and to review rents and charges over two subsequent years. The net outcome of this programme is the potential for an effective re-financing of housing and support organization budgets and a swift and noticeable improvement in the quality of direct services.

Support Solutions are working with Space-East to understand the extent to which this programme may improve matters for organisations in the Eastern region, and are hoping to identify one or two pilot sites which can show members how this programme could help in 2007/8. Please address any initial questions to Space-East. For additional information about Support Solutions go to www.supportsolutions.co.uk

Norfolk

Specialist Domestic Violence Project – Norwich Magistrates Court

As a result of a successful bid to the Specialist Domestic Violence Court Programme, Norwich is planning set up a specialist court at the Norwich Magistrates Courthouse by April 2007. The project will provide support to victims of domestic violence and will require a collaboration of agencies working in the Criminal Justice System, and the public, private and voluntary sectors. The court will deal with allegations of violence involving those who have been in intimate relationships (including same sex couples). Domestic violence cases will be identified on entry to ensure there are no delays.

SP accommodation based services for homeless people–King's Lynn

Norfolk SP is re-commissioning its service for single homeless people in King's Lynn. The service will be a direct access hostel and will provide temporary accommodation for up to 21 homeless people with support needs. The secondary client group is offenders. Tender applications must be submitted by 23 March, 2007. Contact roswitha.plater@norfolk.gov.uk for a tender pack.

Floating Support in Norfolk

The implementation of the new Floating Support service (Stonham HomeStay) is underway. A comprehensive website is due to be 'live' in late March.

Suffolk

Floating Support in Suffolk

Suffolk Supporting People are currently re-tendering all floating support services across the County. New contracts are due to be awarded in July and new services in place by October 2007.

Hertfordshire

Hertfordshire County Council Audit Commission

Hertfordshire County Council has engaged Tribal Consulting to provide expert consultancy and additional capacity to help drive the improvement programme. A wide-ranging brief has been agreed which reflects the criticisms made in the Audit Commission's inspection report. This is framed around seven key outcomes, each with its own key objectives, reflecting the new Audit Commission key lines of enquiry (KLOEs). The seven outcomes are:

- Service Users and potential Service Users have access to information about SP services
- Service users and potential service users are included in SP service planning
- All potential service users can access appropriate service provision
- There are positive outcomes for Service Users as a result of being provided with SP service
- All commissioning services offer demonstrable value for money
- There is an integrated approach to Supporting People planning and reporting
- The Supporting People programme is governed effectively in line with current best practice

A wide range of improvements will be addressed including: strategy development, contractual issues, service user involvement, communication and engagement with providers. A detailed plan setting out specific actions is being developed and

will be placed on the SP website. More details www.hertsdirect.org/supportingpeople.

Essex, Thurrock & Southend-on-sea

Floating Support in Essex

Information bulletins are being produced by Essex SP on monthly basis up to April 2007 on the new Floating Support Service in Essex. Local Delivery Team (LDT) in each of the 3 sub regions have been set up to make sure that all relevant stakeholders are involved in ensuring a successful implementation of the Essex Floating Support Service locally. The three previous update bulletins, Essex Floating Support service delivery model and the consultation and decision making process can be found at: <http://supportingpeople.essexcc.gov.uk>

Offenders Programme reduces crime in Colchester

A pilot scheme called 'The Keep Project' has been trailed in Colchester since April 2006. The conviction rate for the 7,800 offenders who took part in the programme fell by 62 per cent. The intensive programme aims to prevent offenders re-offending by providing training, accommodation, drug treatment and strict supervision over a two year period.

Bedfordshire & Luton

Improving young offenders lives

through education and employment

Bedfordshire County Council's Youth Offending Service has been granted £45,000 to further encourage young people into employment and education. The Youth Offending Team is aiming to provide support for employers and encourage them to set up job schemes where the young people would be mentored by the Youth Offending Service. The scheme hopes to prevent the widespread apprehensive about employing young offenders.

Cambridgeshire & Peterborough

Mediation for young people and their families

Peterborough City Council is working with Relate to prevent young people from leaving home after disagreements with their families. The scheme has been developed after the growing number of young people coming to the housing options team reporting homelessness after disagreements with families. The project focuses on early intervention and encourages young people to stay within the family home if appropriate. The young people will be given the opportunity to talk through underlying issues and will be signposted to agencies such as Connexions to address education, training and employment options. The SP Programme will also provide housing related support in areas such as budgeting and bill paying.

SP Commissioning Strategy

The Supporting People Commissioning Body is in the process of developing a Commissioning Strategy for SP services in Cambridgeshire. The focus of the strategy includes how SP intends to change the focus of services through modernisation and reshaping; and the tools SP will use to achieve this namely an agreed approach to setting outcomes, agreeing direction of travel for service change and the basis on which services are funded. The consultation on the Commissioning Strategy runs until the 13th of

April. Further details are at <http://www.cambridgeshire.gov.uk/social/supportingpeople>

East of England

Regional Social Strategy Review- EERA

East of England Regional Assembly (EERA) is undertaking reviews on its Regional Social Strategy, which is due for completion in summer 2007. The Regional Social Strategy was published by EERA in May 2004 after working with over 300 stakeholders. The strategy is for ten years with a three year action plan and aims to achieve social inclusion throughout the East of England. The strategy has eight objectives:

1. To tackle poverty & reduce income inequalities
2. To promote access to work, tackle low pay and improve conditions of work
3. To improve the life chances of children from disadvantaged families and support vulnerable young people in their transition to adulthood.
4. To improve the life chances of adults through learning and skills development
5. To promote active ageing and reduce social exclusion of older people
6. To support the development of sustainable communities
7. To improve access to services, especially for disadvantaged groups
8. To develop social networks, community assets and promote community cohesion.

While the strategy was widely acknowledged at a national level, at a sub-regional level the impact was not as great. This is largely due to the strategy first being published at the same time that Local Area Agreements were relatively new and there was not enough time to see how the strategy could explore this. The strategy is now ready for its three year review. Contact Mark Proctor (mark.proctor@eera.gov.uk) for further information or for a questionnaire to send their feedback.

Sanctuary Scheme for Domestic Violence Victims in the East of England

In December 2006 Ruth Kelly announced a new initiative implemented in partnership with the police, fire service and specialist domestic violence service, to help victims of domestic violence. This includes 31 New Sanctuary Schemes planned for the East of England, where local authorities are planning to introduce safe rooms over the next three months. These safe rooms will provide a sanctuary within the home fitted with safety measures such as alarms, security lights, mortice locks and CCTV. This will aim to give the victim to option and confidence to remain safely in their home once their violent partner no longer lives there. The victims will receive ongoing support and their addressees will be flagged on police computers for immediate response should an incident occur. The Sanctuary Scheme is an addition to a number of domestic violence services that the government is implementing. This includes £32 million investment for refuge beds, an increase in the number of specialist domestic violence courts, and accommodation for victims made homeless for fleeing domestic violence. For information on setting up a Sanctuary Scheme go to <http://www.communities.gov.uk/index.asp?id=1502478>

Hospital Discharge of Homeless People

In December 2006 The Department of Health and the Department for Communities and Local Government (DCLG) jointly issued 'Hospital Admission and Discharge: People who are homeless or living in temporary or insecure accommodation'.

The document was drawn up through a steering group consisting of Homeless Link, the London Network for Nurses and Midwives and the Health Inclusion Project Advisory Group.

The project aims to develop an appropriate discharge protocol for people who are living in temporary accommodation or who are homeless. It is not uncommon for a homeless individual to be discharged from hospital only to end up homeless again.

This creates a cycle where their health will

naturally decline and they have to be re-admitted.

The guidelines detail that if an individual is identified as homeless or at risk of homelessness, additional assessment for mental health or drug and alcohol problems will be carried out. Step will be put in place to organise accommodation for their discharge. To read the document follow the links from <http://www.communities.gov.uk/>



DCLG Proposal for Housing Regeneration

The government has announced its plans to combine the functions of the Housing Corporation and English Partnerships to form 'Communities England'. Communities England will aim to develop sustainable communities across the country by delivering decent housing, housing growth, housing market renewal and urban regeneration. Ruth Kelly said "With the expectation of over £4 billion of public spending at its disposal, Communities England will pioneer innovative and more efficient ways of working with our key partners in the public, private and voluntary sector to get better outcomes from public investment in places".

National News

Comprehensive Spending Review

Crisis has called for the government to invest £100 million over the next three years in education to assist in solving homelessness. While Crisis infiltrated learning workshops into their Open Christmas centres, they have argued that in order to break the cycle of homelessness education needs to be available all year round.

Crisis has called for £70million per year to be invested in enabling homeless people living in hostels to start the Learner Power Award (a recognised qualification designed specifically for homeless people) and for £30 million per year to continue the current Hostels Capital Improvement Programme which gets homeless people involved in learning by creating network of learning centres.

Homeless Link, The National Housing Federation and SITRA have made a joint submission for this year Comprehensive Spending Review to the government to tackle deep social exclusion. They are calling for the government to:

- Build on the Supporting People Programme and ensure that standards are not compromised.

- Address unmet and multiple needs by introducing a new Public Service Agreement (PSA)

- Increase capital investment in supported housing, move on accommodation and hostels.

Homeless Link Rural Homelessness Project: Supporting homelessness agencies to deliver services in rural areas

Homeless Link is developing a new project focusing on agencies working in rural areas, recognising the specific difficulties they face.

The initial mapping stage will include consultation with agencies and service users and will identify barriers rural agencies face in delivering services to homeless clients, the ways in which agencies have worked to overcome these barriers and the support rural agencies would require from infrastructure organisations.

The findings from this mapping exercise will inform the development of a good practice resource to provide knowledge, expertise and support to rural homelessness agencies, help local generic infrastructure organisations in rural areas provide appropriate advice and support, and assist homelessness agencies in forming partnerships with frontline agencies in other sectors.

If you run, participate in or have developed an innovative service working with homeless people in a rural area, or you would like to be involved in the survey consultation, we would love to hear from you. Please

get in touch by e-mailing linda.briheim-crookall@homelesslink.org.uk or by calling 020 7960 3043.

Further information about the project can be found at <http://www.homeless.org.uk/policyandinfo/research/archive/rural/>



We are Recruiting Associates!

We are a small team which often equates to a limited capacity to do it all! We have an office in Norwich which is relaxed but focussed.

We plan to expand over the next 12 months. We want our Associates to become involved in Space East's business planning and have a real impact on the future direction of Space East and its services.

We operate a demand led arrangement with Associates. Our particular area of interest is the supported housing sector. We prioritise work with the not-for-profit sector (across the spectrum of large and small) but also often work with statutory agencies on supported housing strategies and services. Work takes the form of tailored support to organisations across a range of issues with organisational development at its centre. In addition we also offer public courses and in-house training.

We seek to ensure that clients receive an exemplary service using the Space East brand. We therefore require a level of ownership and buy in from Associates to our values and mission. In return we seek to supply both work and a support network across our Associates through formal and informal meetings and joint work.

We are increasingly interested in working with organisations on the experiential level i.e. supporting staff who are constantly faced with challenging complex service user needs. This also requires working with their organisations to create a supportive organisational ethos.

We are keen to employ Associates with demonstrable records of success and with an expertise across a diverse range of topics. These include a practical knowledge of commissioning and procurement, organisation development, workforce development and detailed understanding of, for example, substance dependency, homelessness, resettlement of ex-offenders and mental health.

Please contact us if you fulfil the majority of the following!

- you work within an existing member organisation and can take on work in that role
- you work as a freelance consultant / trainer
- you are experienced in training or consultancy
- you are relatively inexperienced but can demonstrate the right aptitude!
- you have experience of working in a business, charity, RSL or local government
- you are prepared to genuinely share our vision, shape our work and deliver part of it
- you are passionate about the contribution that not-for-profit organisations can make
- you are informed about the context in which housing and social care commissioners operate
- you are motivated and have a demonstrable interest in how organisations work
- you are at ease working with a small not-for-profit organisation like Space East
- you are able to bring some additional knowledge to us and peer associates
- you have a bespoke range of training / coaching methods and approaches
- you are prepared to take risks, innovate and think creatively

We are very interested in hearing from you if you think you have the appropriate skills, experience and outlook to work at Space East. Please let us know if you think you can make a transformational difference to us.

In return we will provide a source of support, expand on you opportunities for work and for peer support. We offer the opportunity for regular but infrequent Associate meetings to share experiences, plan ahead and take stock of the services we jointly provide.

Terms and conditions

Our fees are not the same as you might gain in the commercial consultancy field, but they are reasonably competitive and tied to the market in which we operate.

For further information and to express an interest contact the office on 01603 617299 or visit www.space-east.org.uk

Space Training

Training Programme 2007

Back by Popular Demand! Cost effective training on your doorstep!

Our programme is delivered through a consortium of associates & covers a range of workforce development issues.

We offer:

- A structured and tailored workforce and organisational assessment service
- In-house training across a range of relevant topics
- 'Hot' topic courses to cover issues in the sector i.e. Outcomes & Service User Engagement, the resettlement of ex-offenders, benefits and welfare reforms, services for older people & administering individual budgets.
- Experiential level training that provides individuals within organisations and organisations themselves with sustainable support processes and an ethos conducive to working with marginalised and disadvantaged individuals.

Training Dates April/May 2007

Date	Course Title & Location
18/04/07	Managing Aggression & Violence Norwich – The King of Hearts
18/04/07	Substance Misuse For Non-Specialist Workers Luton – The Hat Factory
26/04/07	Support Planning Norwich – UEA Sports Park
27/04/07	Successful Key Working Norwich – UEA Sports Park
02/05/07	Understanding Eating Disorders Ipswich – Ipswich CVS
02/05/07	Understanding Self Harm Ipswich – Ipswich CVS
16/05/07	Assessing & Managing Client Risk Bedford – Bedford Foyer
16/05/07	The QAF And Involving Service Users Luton – The Hat Factory
23/05/07	Support Planning Ipswich – Ipswich CVS
24/05/07	Successful Key Working Ipswich – Ipswich CVS

We are also offering a range of full In-house training on a variety of topics.

Go to the Space East website for a full programme and to download a booking form <http://www.space-east.org/> or contact laura@space-east.org 01603 617 299. Please book early, as places are limited!

Membership News

We are currently offering a free three month trial period for new members. Joining us is an opportunity to demonstrate your commitment to working effectively and collaboratively with the supported housing sector in the East of England.

Remember to return your completed application forms for your membership renewal as soon as possible to ensure that you don't miss out on important sector information.