

2011 – 2013 Housing and Support Commissioning Strategy for Children, Families and Young People

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PART A

Introduction - Commissioning for Supporting People services is undertaken through the Children, Families and Young People housing strategy group. The group have been working together for 5 years to strategically plan for families and young people service developments that will promote independent living outcomes and avoid homelessness. The strategy written in 2008¹ remains relevant but requires some update in light of policy change and local developments; hence this strategy focuses on commissioning by outcomes and identifies 6 project strands for the strategy group to work through.

Commissioning approach - The IPC Commissioning cycle (diagram a) is followed by Supporting People in Torbay and is the framework endorsed by Children's Services (Torbay Council). The strategy group has expressed interest in following the Children's Services commissioning strategy (currently draft) which encompasses a toolkit that can be adopted by the strategy group on agreement once completed.

The IPC framework sets out the overarching principles to effectively commission. Over the last 12 months the strategy group has undertaken the do, review and analyse stages; some key areas of work are listed below;

Do

- Steady State contracts put in place for most services in the sector and Service Level Agreements signed by commissioning partners.
- Regular contract management and partnership working; providers have been supported to alter service delivery models in light of changing need.
- Providers are represented by 2 different organisations on the strategy group to ensure their inclusion in both individual service delivery and strategic planning.
- Providers have been supported to work collectively to improve outcomes for all children, families and young people

Review

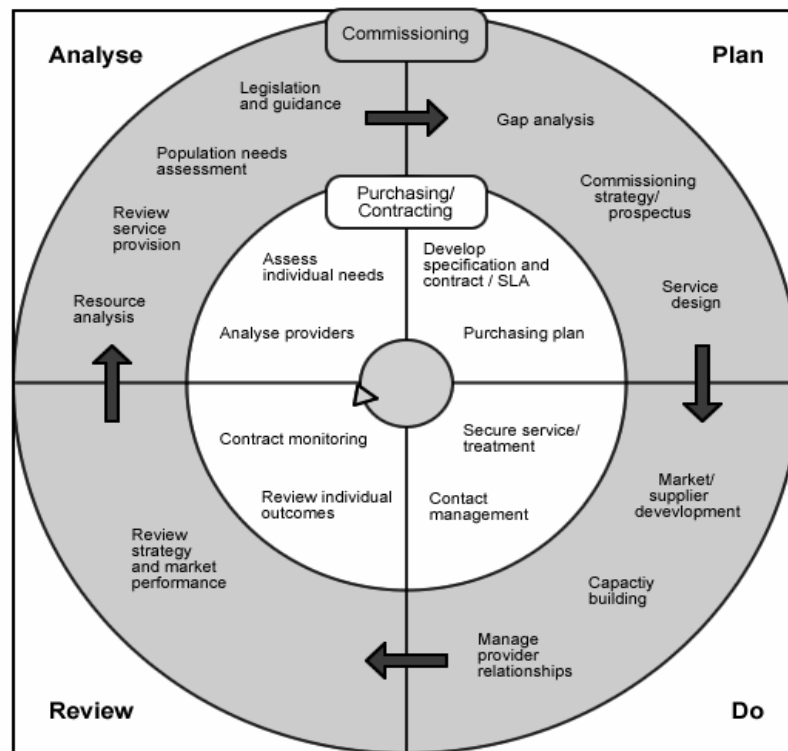
- Formal review of all services against the Supporting People Quality Assessment Framework in January 2010 and self assessment in January 2011 with development of service improvement plans
- Individual service contract management including analysis of outcomes and identification of trends
- The strategy group has received collated performance and outcomes data bi-annually to show achievement, included in relation to Torbay and the South West group.
- The strategy group has received exception and highlight reports on both performance and operational trends that are impacting on the achievement of outcomes.

¹ <http://www.torbay.gov.uk/cfyp-housing-strategy.pdf>

Analyse

- Critical analysis of data presented on equalities, needs and performance information².
- The strategy group monitors financial spend at each meeting and prepared to respond to resource reduction as required
- Members of the strategy group were part of the evaluation panels for the development of the SP Framework Agreement which includes a list of potential providers who have successfully passed stage 1 of tendering.
- Operational staff are currently reviewing the youth homelessness prevention protocol (tasked by the strategy group) in light of meeting client needs and cost benefits to inform commissioning and operational delivery.

Diagram A IPC (no date) framework for joint commissioning and purchasing of public care services



Outcomes - Commissioning in Torbay is focused on outcomes based accountability to ensure that service delivery is able to **evidence** the impact it has made to individuals and a population (who is better off). In order to manage this, the strategy group will need to specify performance measures and targets linked to overarching outcomes as part of the service design process. This will be developed as part of the next commissioning phase

² January 2011 data dashboard available at www.torbay.gov.uk/childrenfamiliegrp

(purchasing and contracting inner circle of 'plan' stage) and added to this strategy as part b.

The overarching outcomes for all commissioning undertaken by SP are drawn from the national outcomes framework and are in line with the every child matters outcomes (no longer mandated) as follows:

Economic well-being: Reducing poverty through assisting and enabling access to employment, debt management and budgeting

Enjoy and achieve: Encouraging and providing access to training, education and lifelong learning

Be healthy: Supporting health improvement through self-management of conditions and responsible use of more intensive services when necessary

Stay safe: Minimising risk of harm including, support for people who have experienced abuse and crime, as well as working with ex-offenders and people with anti-social behaviour to reduce offending and increase community safety

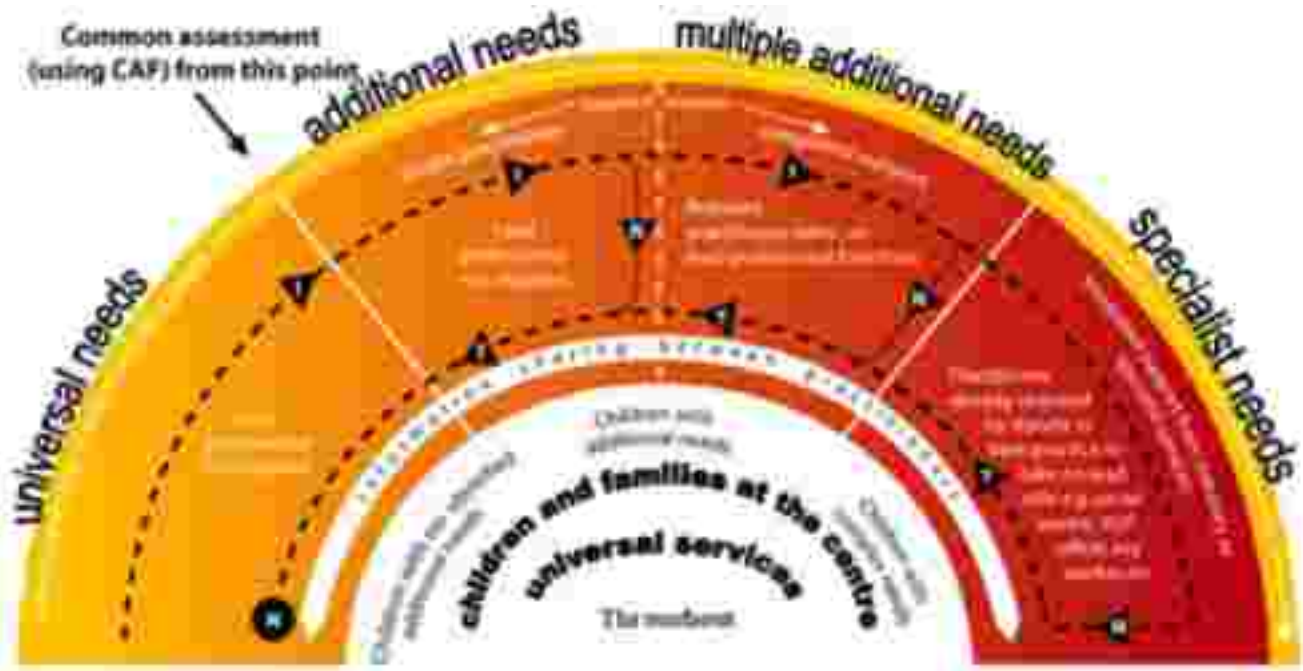
Make a positive contribution: Supporting people to be involved in their local community and local decision-making

Strategic Priorities - The group need to recognise each partner's priorities and the overarching Local Authority priorities as set in the Community Plan. It is important that each service specification clearly shows the outcome and then the priorities by way of performance measures. The performance measures will enable contract management and accountability as well as providing partners with information on how the service has contributed to their own department / organisations' agenda and mandate.

A model for understanding needs

The windscreen model (shown below) is a model for understanding a child or young person's needs, as well as the services required to meet those needs, in order to enable the child or young person to maximise their potential whatever their circumstances. The model demonstrates the capacity for the child or young person's levels of need to change throughout childhood as a result of factors relating to the child, the family or the environment. The model also recognises that a child, young person, parent or family with: additional needs, multiple additional needs or specialist needs may also be accessing universal services.

Services identified in this strategy are required to compliment the team around the child approach and are linked from universal provision through to specialist needs.



Safeguarding

The strategy group is committed to the safeguarding agenda and the focus of service provision is to ensure children, young people and families are safe. The strategy group will ensure all contracts issued include safeguarding responsibilities. Where appropriate, services will be prioritised for families experiencing safeguarding issues to ensure the best use of total resource to safeguard children and vulnerable adults. The strategy group will ensure representation of Housing and Support at the Local Safeguarding Children's Board and appropriate sub groups.

Finance - In recognising that the group has shared outcomes and priorities this provides impetus for increased joint commissioning. Within commissioning there is the opportunity for pooling of budgets and this way of working is supported to enable best outcomes for children, families and young people. The Commissioning Support Programme (CSP) discusses the benefits of utilising total resource in terms of supporting outcomes achievements efficiently, effectively, equitably and sustainably (no date). The CSP discussions are supported by legislation which enable partners to pool money and resource including; The Children's Act 2004 Section 10, Local Government Act 2000, Part 1 section 2, and the NHS Act 2006. These pieces of legislation recognise the benefits of organisations working together, not only in discussion and practice, but in resource and finance terms.

The following table illustrates the financial resource provided to the strategy group and priority areas for that spend for 2010/11.

Funding partner	Financial contribution	Area of spend
Supporting People Sector allocation	£550,000	Supported accommodation Outreach support
SP non recurrent funding	£15,000	YOT Accommodation Officer

Funding partner	Financial contribution	Area of spend
Children's Services	£150,000	Respond to Southwark <ul style="list-style-type: none"> • Family mediation • Emergency accommodation • Outreach • Prevention fund
Care to Community	£8342	2 units supported accommodation
Housing	£5000	Contribution to Southwark prevention
Youth Offending Team	£17,000	YOT Accommodation Officer
TOTAL	£745,342	

In addition to set financial contributions, Supporting People also re-charge the Care to Community team any eligible or relevant care leavers utilising an SP service. This is important as it provides a fuller range of accommodation and support options for care leavers, but does not help the strategy group plan for the best use of total resource.

Partner agency funding has to date provided the opportunity to jointly commission service provision and the group recognises the actual cost benefits of services commissioned to date for more acute services such as emergency accommodation and supporting a child who becomes looked after.³

Current finance pressures experienced by partners have potential to reduce income but also provide an opportunity for partners to share cost of provision and in turn meet savings targets individually without compromising achievement of positive outcomes. By clearly setting outcomes and performance measures each contributor will be able to demonstrate the impact of the service to their overall objective.

This strategy outlines in part B key areas for commissioning based on analysis of need and strategic outcomes. Requests have been sought from partners to commit in both practice and finance terms to this agenda (part D) with the opportunity to amend performance measures and service designs at this stage.

Contract Values

The funding envelope attributed to each service model will be agreed by the commissioning working group for specification development. The envelope for each will take account of partners' contributions and ensure the specification reflects priority outcomes as applicable. The funding envelope will be set to ensure service providers can appropriately tender and offer suitable delivery models. At contract award stage there will be further opportunity for commissioners and the successful provider to negotiate contract price, based

³ SP Cost Benefits Report http://www.torbay.gov.uk/sp_financial_benefits_report.pdf

on the tender submission, payment by results agenda and opportunities for economy of scale.

Attracting finance resource

The strategy group also has the opportunity to work collectively with partners from the community and voluntary sector to apply for grants and to submit funding bids.

Operational working approaches – the strategy group has sought to develop working approaches between partner agencies to meet outcomes for children, families and young people. There is a need for the group to continue inward facing service development to complement commissioning activity and this will be developed as part of a work plan for the strategy group, with opportunities identified in this strategy carried forward into that plan (work streams under Part D of this strategy).

It is essential that the strategy group is aligned to appropriate structures in order for the housing agenda to become embedded in operational delivery, noting that prevention of homelessness as a performance measure significantly impacts on the overarching 5 outcomes which every organisation is committed to.

Policy position – The strategy group has remained updated with both national and local policy and practice to ensure developments are in line with changing need and evidenced good practice. There is a need for the group to continue to share appropriate information to ensure commissioning decisions and on-going service development reflects good practice and changes in light on need and priority.

Notable policy changes impacting on the strategy group for 2011-2013 are outlined in the table below and source information can be found in the bibliography.

Policy/Guidance	Key message	Impact on group (commissioning [C] and/or operational [O])
National SP strategy 'Independence & Opportunity'	SP grant un-ringfenced Outcomes based commissioning	C - No guaranteed distinct budget
Southwark Judgement (G v Southwark 2009)	Rights of 16-17 year olds to receive initial child in need assessment if homeless and not solely be accommodated by Housing Services	C & O - Need for joint response to youth homelessness prevention and accommodating children in need

Policy/Guidance	Key message	Impact on group (commissioning [C] and/or operational [O])
Welfare benefits reform (changes to Local Housing Allowance and implementation of Universal Credit)	Potential reduced income for families leading to homelessness and increased child in need	C & O - Need for joint response to preventing homelessness amongst families
Graham Allan (2011)	Early intervention	O - Need for housing to be embedded in operational delivery
Foyer Federation: Teenage Parents Child Poverty Pilot	Evaluation not yet available but interim report shows range of services required	C & O - Need for supported housing to be joined up with health and education
Ofsted report on Torbay safeguarding/CiN	Safeguarding is everyone's priority	C & O – key priority for service performance is that children are safe
Education reform reference needed	Current (2010/11) Year 9 pupils will have to stay in training one year beyond statutory leaving age of 16 and then each year group after that has to stay in training for two years.	C & O – likely impact from 2013 if parents continue to receive child benefit could reduce youth homelessness and teenage pregnancy rate
The Munro Review of Child Protection	Focus of assessment should be instead of “doing things right” (i.e. following procedures) the system needed to be focused on doing the right thing (i.e. checking whether children and young people are being helped).	C & O – Services commissioned should be monitored on outcome for the child and family and not solely on the procedures followed. Outcome should include holistic view of family with housing needs embedded by all agencies

The strategy group recognises that new policy and guidance is issued at various times and will continue to keep abreast of information through shared learning to ensure commissioning reflects current directives.

Consultation with people who use services

The young parents' delivery group supported consultation with young parents to use their experience of housing to inform future operational and commissioning activity. The collated results of the consultation from young parents and professionals working in the field are available at appendix 1.

Supporting People have conducted research with 131 young people, including young people using emergency accommodation and supported accommodation, as well as young people in years 10 and 11 in 6 different schools. The collated results can be found in appendix 2 (individual organisational results are available on request). The information gathered has been used to inform the delivery models identified in this strategy.

Market Development

The strategy group needs to ensure continued work with the market to prepare for change in service delivery and to ensure new providers are encouraged into the market. The work undertaken through contract management supports this and SP now has a framework of providers in place with which to build capacity and work together with. In order to improve efficiency there needs to be an opportunity for this work to be shared so providers commissioned outside of the strategy group are included in a coordinated way.

Gap Analysis – since the 2008-2012 strategy was written the strategy group has not progressed significantly with the commissioning plan. From May 2009 the strategy group was required to focus on responding to the Southwark Judgement and this included the need to secure additional financial resource from the Local Authority and swiftly commission services.

The gaps identified in the main strategy remain relevant but require some additions due to policy and resource alterations. These changes are reflected in part b, informed in addition by the following;

- Ending of Temporary Private Sector Leasing Scheme leaves a gap for accommodating homeless families
- Holistic assessment phase for both homeless families, young parents and young people to identify long term plan and support achievement of this in settled accommodation
- Young parents identifying housing as a priority need when pregnant
- On-going education for young people and their parents/carers on preventing homelessness
- Supported accommodation for young people with complex and challenging needs
- Lack of outreach services causing increased demand on accommodation based services that cannot be met with current throughput levels
- No service provision for clients whilst on waiting lists for accommodation based provision
- Not sufficient resettlement support when clients move on from accommodation based services
- Availability of appropriate private rented accommodation and access to this (rent deposit and landlords willing to accept vulnerable clients)

PART B

Commissioning Framework

Project Strand	Overarching Outcomes	Priority Outcomes	Key Partners (finance and other resource)
1. Services for Young Parents (16-24)	<p>Parents:</p> <ul style="list-style-type: none"> • Enjoy and Achieve • Make a positive contribution • Stay Safe • Economic Well-being, • Be Healthy <p>Children:</p> <ul style="list-style-type: none"> • Stay Safe • Be healthy 	<ul style="list-style-type: none"> • Reduction of need for acute services (CiN, Homelessness) • Reduced number of 2nd unplanned pregnancy. • Increased positive planned move on to settled accommodation • Increased sustainable resettlement • Reduced debt amongst young parents. • Increased educational attainment for young parents. • Increased access to paid work and training. • Reduction in number of parents smoking • Increase in the number of children who are safe • Reduction in number of children living in poverty • Increased number of children achieving health milestones. • Increased number of families referred to early intervention services such as Children's Centres from SP provision 	<ul style="list-style-type: none"> • Supporting People • Housing Services • Children's Services Early Intervention • Health (Family Health Partnership & Public Health) • Schools • Children's Centres • Community and Voluntary Sector
2. Youth Homelessness Prevention (16 & 17 year olds)	<ul style="list-style-type: none"> • Stay Safe • Be Healthy • Enjoy & Achieve 	<ul style="list-style-type: none"> • Increased number of young people remaining living at home • Increased number of families supported by 'team around the family' to break the cycle of youth homelessness • Reduction in temporary accommodation placements of 16 & 17 year olds • Reduced number of young people remanded in custody (due to no appropriate accommodation to stay) • Reduced CiN / Initial Assessment referrals • Reduced need for s20 acceptances • Reduction in number of children living in poverty. • Increased number of young people remaining in Education, Employment and Training. 	<ul style="list-style-type: none"> • Supporting People • Children's Services (early intervention & specialist) • YOT • Housing Services • Children's Services early intervention (TYS), Care to Community • Community and Voluntary Sector • Connexions

Project Strand	Overarching Outcomes	Priority Outcomes	Key Partners (finance and other resource)
<p>3. Emergency accommodation for young people (16-17) NB. The ETA needs of 18-24 year olds should be picked up through homelessness strategy</p>	<ul style="list-style-type: none"> • Stay Safe • Be Healthy • Enjoy & Achieve 	<ul style="list-style-type: none"> • Reduced length of stay in emergency accommodation • Increased rate of young people returning home after stay in ETA • Increased appropriate use of safe accommodation for 16-17 year olds including young offenders. • Increased multi agency assessment of 16-17 year olds • Increased number of young people have basic needs met (shelter, food) • Increased number of young people remaining in Education, Employment and Training. • Increased effective resettlement 	<ul style="list-style-type: none"> • Housing • Children's Services (Southwark funding), Care to Community Team • Supporting People • Emergency Duty Service • Community and Voluntary Sector
<p>4. Services for Homeless and at risk families (risk of family breakdown)</p>	<p>Parents:</p> <ul style="list-style-type: none"> • Stay Safe • Enjoy and Achieve • Make a positive contribution • Achieve economic well being • Be Healthy <p>Children</p> <ul style="list-style-type: none"> • Stay Safe • Be Healthy 	<ul style="list-style-type: none"> • Reduction in the number of homeless families • Reduction of need for acute services (CiN, Homelessness) • Reduced debt amongst homeless families • Increased access to paid work and training. • Increased number of parents completing specialist health related programmes (i.e. drug rehabilitation, counselling) • Increase in the number of children who are safe • Reduction in number of children living in poverty. • Increased educational attainment for parents. • Increased number of children achieving health milestones. • Increased positive planned move on to settled accommodation • Increased number of families referred to early intervention services such as Children's Centres from SP provision • Increased effective resettlement 	<ul style="list-style-type: none"> • Supporting People • Housing Services • Children's Services (Early intervention & Specialist Services) • Health • Safer Communities (FIP) • Children's Centres • Community and Voluntary Sector

Project Strand	Overarching Outcomes	Priority Outcomes	Key Partners (finance and other resource)
5. Services for young people (16-24)	<ul style="list-style-type: none"> • Enjoy and Achieve • Make a positive contribution • Stay Safe • Economic Well-being • Be Healthy 	<ul style="list-style-type: none"> • Increased number of young people with complex needs access supported accommodation. • Increased number of young people live in appropriate accommodation • Increased use of the range of supported accommodation for care leavers. • Reduction of young people who are NEET. • Increased educational attainment • Increased access to paid work and training. • Reduction of young people re/offending. • Increased use of appropriate specialist services (mental health, drug and alcohol, YOT). • Reduction of anti-social behaviour • Increased positive planned move on to settled accommodation • Increased number of young people registered with GP and accessing health services. • Reduced teenage conception rate • Reduction of young people with debt. • Increased effective resettlement 	<ul style="list-style-type: none"> • Supporting People • Housing Services • Connexions • Care To Community • YOT • Safer Communities • Public Health • Schools • Community and Voluntary Sector
6. Personal budgets	<ul style="list-style-type: none"> • Enjoy and Achieve • Make a positive contribution • Stay Safe • Economic Well-being • Be Healthy 	<ul style="list-style-type: none"> • Increased number of children, families and young people receive a personal budget • Clients have increased control over the services they receive. • Improved individual outcomes for clients who can choose to have their needs met outside of block contracted services. 	<ul style="list-style-type: none"> • Supporting People • Children with disabilities team • Care to Community • YOT • Health • Providers

Supporting People Commissioning – Data analysed by the strategy group identified that many children, families and young people are receiving support from SP services commissioned outside of the strategy group budget. The overarching commissioning plan for SP includes a move to more generic service provision with specifications setting requirements for staff skill sets that will

ensure appropriate delivery. These services will compliment the above commissioning plan by providing increased volume of outreach support that can be focused on supporting cfyp to maintain independent living. A key element of the SP commissioning plan is the development of a social lettings agency that will recruit private sector landlords (including use of Empty Homes) to enhance move on options.

Procurement timetable – All current contracts have a contract end date of the 31 October 2011. In order to meet European legislation there is a need to undertake a competitive tendering process to award new contracts. This affects 75% of Supporting People services and therefore a draft timetable has been developed to stagger the procurement process recognising the commitment required from both commissioners and potential providers. The timetable has been developed based on statutory need and risk factors. Supporting People has a Framework Agreement in place which means a number of potential contractors / service providers have already successfully completed the first commercial evaluation stage. For the children, families and young people sector, the timetable is as follows:

Project Strand	Services affected	Start date for new services
1. Services for Young Parents (16-24)	<ul style="list-style-type: none"> • Steepway, Coverdale, Matlock 	February 2012
2. Youth Homelessness Prevention (16 & 17 year olds)	<ul style="list-style-type: none"> • Family Mediation • Immediate access floating support • Food parcels • Youth Homelessness Prevention Service • YOT Accommodation Worker 	January 2012
3. Emergency accommodation for young people (16-17) NB. The ETA needs of 18-24 year olds should be picked up through homelessness strategy	<ul style="list-style-type: none"> • Supported lodgings emergency accommodation 	January 2012
4. Services for Homeless and at risk families (risk of family breakdown)	<ul style="list-style-type: none"> • Stone Court 	January 2012

Project Strand	Services affected	Start date for new services
5. Services for young people (16-24)	<ul style="list-style-type: none"> • Foyer • Galway House • Fraser Court • Parkview Guesthouse • Supported lodgings 	February 2012
6. Personal budgets		As required

Transitional arrangements

The strategy group recognises in order to procure and set up new services there may be a need to double fund services whilst changes occur. The strategy group will need to ensure finance availability for this and ensure savings through procurement are sufficient to cover the need for double funding in the short term.

Part C

Overview of service specification including service priorities and analysis

Name of project / service	Overview of service specification including service priorities	Strengths	Weaknesses	Opportunities	Threats
1. Services for Young Parents (16-24)	<ul style="list-style-type: none"> • One contract with accommodation and outreach provision • Outreach provision (14 units) to do work prior to move in (lead practitioner for holistic assessment) and resettlement • Accommodation to offer in-reach opportunities • 12 self contained units • Pre-engagement work / assessment undertaken prior to move in to establish priority. • Utilisation priority for under 18's and 16-24 year olds who' have additional needs (i.e. drug and alcohol misuse needs, domestic abuse, care leavers, and 16-24 year olds whose child/ren are at risk • Service to have formal link with specialist services for families with 	<ul style="list-style-type: none"> • Self contained accommodation helps reduce conflict and reduce potential risks of others' • Re-focus provision for under 18 parents and those under 25 with additional needs • Childcare provision will increase effectiveness of support • Improve throughput timescales with on-going support means more parents can access the right level of support at the right time • Link to specialist services service's through social work input reduction / less children on CP plan. • Links to child poverty agenda • Links to locality model • Improve links with health and ensure housing is addressed from early pregnancy 	<ul style="list-style-type: none"> • Reduction in accommodation provision identified as crucial for some partners • Reduction of units could force under 18 parents to need private sector • Location of properties dependent on provider ability to source (current self contained young parents properties all in Torquay) • Unclear how payment by results will work in practice, i.e. how will finance be released from sector 	<ul style="list-style-type: none"> • Less accommodation based provision releases finance to put into outreach • Improved outreach and planning for young parents during pregnancy. • Noted higher rate of teenage conceptions in Torquay so more locally focused provision related to need. • Current utilisation majority 18+ who could benefit from being supported in more sustainable community. • Joint commissioning would provide additional resource for further focus on child protection. • Link to locality based provision of childcare and children's centres. 	<ul style="list-style-type: none"> • Location of properties determined by property availability. • Lack of suitable affordable accommodation for young parents outside of supported accommodation. • If teenage conception strategy unsuccessful would result in increased demand for service • Not sufficient financial resource

Name of project / service	Overview of service specification including service priorities	Strengths	Weaknesses	Opportunities	Threats
	<p>CP plans to ensure best use of total resource</p> <ul style="list-style-type: none"> • Accommodation used as further assessment phase (e.g. parenting) with planned move on within 6-9 months of birth and appropriate resettlement support put in place utilising in-reach (service to be viewed as training flats to prepare for parenting and independent living) • Provision of children's work delivered through joint working and use of external resource • Effective sustainable resettlement 	<ul style="list-style-type: none"> • Cost savings to children's services through reduced children on CP plan and SW input. 		<ul style="list-style-type: none"> • Payment by results pilot 	

Name of project / service	Overview of service specification including service priorities	Strengths	Weaknesses	Opportunities	Threats
<p>2. Youth Homelessness Prevention (16 & 17 year olds) and brief intervention service for 16-24 year olds</p>	<ul style="list-style-type: none"> • Service to deliver information sessions to young people and families as part of early intervention agenda • Community based model, (locality based delivery determined by pilot evaluation) with remit to cover all Torbay • Matrix team delivery (both of commissioned staff and other practitioners) • Service to be lead professional to coordinate holistic assessment and plan pathway • Delivery model <u>could</u> include mediation, named worker for young offenders, outreach/floating support, prevention fund, food parcels, family group conferencing, work with schools, young carers, out of hours on-call linked to EDS. • Potential for link to 	<ul style="list-style-type: none"> • Matrix team enables range of skill-sets to come together • Holistic service reduces need for multiple referrals • Improved information sharing. • Lead professional role • Economy of scale • Opportunity to work with whole family to prevent future risk of homelessness for siblings (break the cycle). • Improved monitoring of outcomes from multiple interventions. • Cost savings to public purse through reduced homelessness and Initial Assessments • Evidence of early intervention working when continues whilst emergency placement and IA undertaken • Locality based opportunities flexible to changing needs. • Links to child poverty agenda • Outreach required for brief intervention with yp requiring longer term support referred 	<ul style="list-style-type: none"> • Service too big to manage and include effective specialism's. • Potential duplication with locality teams delivery • Brief intervention service for 16-24's not requiring accommodation based service delays throughput resulting in waiting lists 	<ul style="list-style-type: none"> • Co-location of specialist staff whilst retaining a team with shared outcome that prohibits use of multiple referrals and gives opportunity for increased joined up services. • Increased opportunity for partnership / consortium delivery. • Improved working / resource for targeted youth support team. • Development options related to peer mentoring - delivery method flexible to change • Brief intervention model innovative to reach 16-24's and prevent youth homelessness • Performance manage providers to ensure timely intervention and achievement of outcomes 	<ul style="list-style-type: none"> • Service model complicated to manage. • Difficulty in assessing impact of individual interventions • Not sufficient financial resource • Service model complicated to understand for yp

Name of project / service	Overview of service specification including service priorities	Strengths	Weaknesses	Opportunities	Threats
	<p>runaways (under 16's)</p> <ul style="list-style-type: none"> • Service aim to support on-going family relationships including specific link to young carers • Service to support respite stays with extended family / friends in line with what young people want and link to kinship agenda with Children's Services for continued placements • Service to facilitate 'improving family relationships' • Service to be lead professional where required to ensure holistic assessment 	<p>to generic floating support</p>			
<p>3. Emergency accommodation for young people (16-17) NB. The ETA needs of 18-24 year olds should be picked up through</p>	<ul style="list-style-type: none"> • Range of service models required to cover all Torbay (including Brixham) • Up to 10 units of accommodation required with need to increase provision upon demand (spot purchase model for 	<ul style="list-style-type: none"> • Ensure legislation met for accommodating 16/17 year olds homeless outside of B&B arrangement. • Provision of 'respite' for families receiving other interventions. • Named accommodation for young offenders to avoid 	<ul style="list-style-type: none"> • Under utilisation of block commissioned provision • Relatively high cost for 24 hour staffing • Blocks accommodation if no throughput until IA / homeless app 	<ul style="list-style-type: none"> • Variety of delivery models to meet variety of needs presented by young people • Provision used by Children's Services whilst IA completed • EDS service utilise accommodation and 	<ul style="list-style-type: none"> • Shared accommodation as model not effective for young people with high risk / needs. • Availability of accommodation based on provider ability to source • Blockage in throughput

Name of project / service	Overview of service specification including service priorities	Strengths	Weaknesses	Opportunities	Threats
homelessness strategy	<p>at least part of contract)</p> <ul style="list-style-type: none"> • Use of emergency accommodation for assessment phase (both initial assessment and homelessness application) • Maximum length of stay to be in line with revised protocol (to be agreed following evaluation exercise) and flexible to meet needs of yp • Should include overnight cover to allow for support and placement out of hours (subject to funding) • Model should promote continuing family relationships • Service to allow 'respite' stays as part of coordinated early intervention package 	<p>custody</p> <ul style="list-style-type: none"> • Range of provision better meets needs of young people. • Cost savings to Children's services as reduced need to spot purchase emergency accommodation for young people being assessed as child in need 	<p>completed (where applicable)</p>	<p>staffing resource.</p> <ul style="list-style-type: none"> • Further locality based working. • Joint commissioned services for young people with CTC (project strand 5) could help improve throughput from ETA • Economies of scale through commissioning of all emergency accommodation as one contract • Use CTC Waypoint scheme and expand to include assessment (all externally commissioned) 	<p>due to assessments and limited move on options</p> <ul style="list-style-type: none"> • Not sufficient financial resource

Name of project / service	Overview of service specification including service priorities	Strengths	Weaknesses	Opportunities	Threats
4. Services for Homeless and at risk families (risk of family breakdown)	<ul style="list-style-type: none"> • One contract with emergency and supported accommodation plus outreach provision • Outreach provision to do work prior to move in and resettlement (lead professional role to coordinate holistic assessment) 14 units • Accommodation to offer in-reach opportunities • 17 (currently 21 at Stone Court) self contained units for supported and 4 for emergency accommodation • Pre-engagement work to establish need and priority. • Utilisation priority for homeless families, parents with additional needs (i.e. drug and alcohol dependency, domestic abuse, and families' whose child/ren are at risk) • Service to have formal link with specialist 	<ul style="list-style-type: none"> • Self contained accommodation helps reduce conflict and reduce potential risks of others' • Appropriate emergency accommodation solution for homeless families • Formally links the service to child protection agenda • Childcare provision will increase effectiveness of support • Improve throughput timescales with on-going support means more parents can access the right level of support at the right time • Link to specialist services service's through social work input reduction / less children on CP plan. • Links to child poverty agenda • Links to locality model • Cost savings to children's services through reduced children on CP plan and SW input. 	<ul style="list-style-type: none"> • Under provision due to demand for emergency placements • Standard provision is one and two bedrooms and not always appropriate for larger families. • Not accessible 24 hours for emergency placements • Unclear how payment by results can work in practice • Insufficient specialist outreach support for families relies on use of generic interventions which do not meet the needs of complex families 	<ul style="list-style-type: none"> • Option for co-location of social care / health / localities staff for holistic 'team around the family' • Resettlement element enables families to be supported to settle into using universal service's • Service delivers family support under preferred methodology (Triple P). • Reduce number of families needing to access supported accommodation through early intervention with housing issues (as impact on child's education when need to move house etc) • Payment by results pilot • Draw lessons from surgery pilot to inform delivery model • 2 bed flats could be used for emergency element 	<ul style="list-style-type: none"> • Alignment with localities / specialist services viewed negatively by clients • Duplication of effort with localities teams • Not sufficient financial resource • Difficulties to stipulate to potential providers where emergency accommodation is located • Linking 2 elements of contract together could conflict with other emergency accommodation options

Name of project / service	Overview of service specification including service priorities	Strengths	Weaknesses	Opportunities	Threats
	<p>services for families with CP plans to ensure best use of total resource</p> <ul style="list-style-type: none"> Accommodation used as assessment phase with planned move on within 6-9 months and appropriate resettlement support put in place utilising in-reach and universal services Provision of children's work delivered through joint working and use of external resource 			<ul style="list-style-type: none"> On-call process could be used to place out of hours 	
5. Services for young people (16-24)	<ul style="list-style-type: none"> Services to be commissioned as 2 contracts, one for higher support and one for lower support (30 units and 25 units) Range of delivery models required to compliment choice balanced with expectation management and client need Pipeline model to be established with yp able to move up and down as needs change but not to be same process for 	<ul style="list-style-type: none"> Reduced number of contracts more cost effective due to on-costs and contract management time Currently care leavers utilise an average of 10% of services. Joint commissioning will reduce bureaucracy of SLA and re-charging, priority can be placed for care leavers to access services where required Economy of scale by incorporating Waypoint scheme. 	<ul style="list-style-type: none"> Less contracts = less client choice Less contracts = increased risk if services do not meet contract specification/target CTC in-house delivery not part of first round of commissioning loses opportunity for economy of scale and joined up working High rent costs in supported accommodation does 	<ul style="list-style-type: none"> Economy of scale; savings with on-costs, administration & contract management Jointly commission complex needs service across sectors for economies of scale. Move on linked to other sector specialists as required to reduce bed blocking in sector Providers could source new properties / work in collaboration to deliver the range of 	<ul style="list-style-type: none"> Reduced immediate access provision for care leavers. Raises expectations on accommodation standards. Not sufficient provision resulting in inability to accommodate all yp with complex needs. Priority given to under 18's results in increase in homelessness amongst 18-24's. Other services withdraw once yp

Name of project / service	Overview of service specification including service priorities	Strengths	Weaknesses	Opportunities	Threats
	<p>each yp</p> <ul style="list-style-type: none"> • Throughput from the pipeline (not individual services) should be maximum 2 years (excluding resettlement) • 55 units of supported accommodation (option to include CTC in-house provision at later stage) • Each contract to deliver outreach support prior to move in for clients (whilst on waiting list) to ensure holistic assessment undertaken and appropriate move-in to the service • Services to be staffed to meet client needs • Priority for supported accommodation for care leavers, young people on the cusp of care, 16 & 17 year olds and 16-24 year olds with additional needs (drug and alcohol/mental health/domestic abuse/offending) • Services to offer in-reach 	<ul style="list-style-type: none"> • Better management of provider market (host family payment competition). • Supported accommodation provides opportunity for young people to prepare for independent living, learning skills and engaging with EET. • Pipeline model enables yp to move through according to needs • Meet recognised unmet need for supporting young people with complex needs. • Potential for complex needs service to be named accommodation for young offenders to avoid custody • Potential cost savings to public purse through community accommodation rather than custodial. • Reduce amount of unplanned moves from services • Increased throughput with resettlement enables yp to be supported to settled in community and access universal services 	<p>not compliment achieving paid work</p> <ul style="list-style-type: none"> • Raised expectations with self contained accommodation as move on likely to be to shared accommodation due to Housing Benefit restrictions. • Providers reluctance to accept yp into self contained accommodation • Throughput targets require yp to move relatively quickly • Not enough capacity for demand 	<p>accommodation options required across Torbay</p> <ul style="list-style-type: none"> • Joint commissioned services / pooling of budgets will increase outcomes achievement through appropriate resourcing • Payment by results opportunity with outreach delivering sustained independence without the need for move-in to acute provision 	<p>accommodated.</p>

Name of project / service	Overview of service specification including service priorities	Strengths	Weaknesses	Opportunities	Threats
	<p>services for clients being resettled</p> <ul style="list-style-type: none"> • Delivery models to be innovative to engage yp • Each service to offer resettlement support from service based on client need • Service to focus on outcomes of sustainable independent living including education, employment and training 				
6. Personal budgets	<ul style="list-style-type: none"> • £x to be ring-fenced by strategy group to pilot personal budgets across the sector. • Note initial focus on care leavers, offenders, disabled children/families 	<ul style="list-style-type: none"> • Enables sector to pilot how personal budgets can be utilised by young people and families. • Evaluation will inform commissioning plan for 2013 onwards 	<ul style="list-style-type: none"> • Ties up finance that could be used to block purchase provision 	<ul style="list-style-type: none"> • Meets personalisation agenda. • Opportunity to effectively plan with clients who are already known to services. • Money recycled as outcomes achieved and needs reduce. 	<ul style="list-style-type: none"> • Partner agencies not able to release funds into personal budgets.

PART D – WORK PLAN

OVERARCHING THEMES	
<p>Work streams</p> <ul style="list-style-type: none"> • Building the Market capacity • Consultation and involvement of people who use services in shaping service development 	
PROJECT STRAND 1 – SERVICES FOR YOUNG PARENTS (16-24)	
<p>Work Streams</p> <ul style="list-style-type: none"> • Young Parents delivery group – provider to be a representative • Analyse needs data and performance • Commissioning structures for this activity in the future – health, education, children’s services, housing • Assessing access routes and priority for services • Developing joint assessments for families between housing and children’s services • Increasing link to locality working 	
PROJECT STRAND 2 – YOUTH HOMELESSNESS PREVENTION	
<p>Work Streams</p> <ul style="list-style-type: none"> • Monitoring youth homelessness prevention protocol • Commissioning structures for this activity in the future – children’s services, health, education, housing • Development of protocol between early intervention and youth homelessness prevention service for families with 16 & 17 year old children presenting as at risk of homelessness to ensure siblings and family supported holistically to break the cycle of repeat homelessness within families. • Improving and coordinating early intervention message to yp and families on homelessness prevention, including use of internet • Improving links with Connexions to support youth homelessness early 	
PROJECT STRAND 3 – EMERGENCY ACCOMMODATION FOR 16 & 17 YEAR OLDS	
<p>Work Streams</p> <ul style="list-style-type: none"> • Monitor youth homelessness prevention protocol as per project strand 2 and the role of ETA • Commissioning structures for this activity in the future – health (inc mental health), education, children’s services, housing 	
PROJECT STRAND 4 SERVICES FOR HOMELESS AND AT RISK FAMILIES (risk of family breakdown)	
<p>Work streams</p> <ul style="list-style-type: none"> • Commissioning structures for this activity in the future – health, education, children’s services, housing • Assessing access routes and priority for services 	

- Developing joint assessments for families between housing and children's services
- Increasing link to locality working
- Linking strategic direction to domestic abuse agenda

PROJECT STRAND 5 – SERVICES FOR YOUNG PEOPLE

Work streams

- Commissioning structures for this activity in the future – health, education, children's services, housing

PROJECT STRAND 6 – PERSONAL BUDGETS

Work streams

- Undertake pilot of personal budgets; key areas to consider are children with disabilities, care leavers, young offenders
- Improve involvement of cfyp in planning, monitoring and evaluating all services and operational delivery

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Appendix 1 – Results from consultation with young parents and professionals from the sector (March 2011)

1. Did you know where to go for housing information and advice to help you think about where you and your family could live when you were pregnant?	Yes - Went to Connexions for advice	Yes - Went to Social Services/ Council Office for advice	Supported accommodation	No - Would have been useful to have advice from midwives	No - Would be helpful if you ask our opinions/advice us	No - Would be helpful if you provided more leaflets	No	No - Connexions	Didn't need any information
	14	2	1	4	2	1	1	1	1
2. Did you receive good information and advice about your housing options during pregnancy?	Yes - Received good advice from Connexions/The Hub	Yes - Received good advice from Midwife/Health visitor/Social worker	Yes - Supported accommodation	Didn't get any help at all	No - More Options/more advice needs to be given	No advice help given	More Housing for children/Benefits needed	More supported accommodation to be provided	takes too long to apply so didn't bother
	4	7	1	1	8	1	2	2	1
3. When you were given housing information and advice did this tell you more than you already knew?	Yes advice given on Devon Home Choice	Yes advice given on Supported Housing	Yes finance advice was made available	No more information provided than I already know about	Confused by advice	No Information provided at all	No		
	1	7	2	13	2	1	1		
4. When do you think is the best time to tell people during pregnancy about their housing options?	When people ask	12 week scan	20 week scan	30 weeks	35 weeks	Another time?			
	8	12	4	1		2			

Notes: suggested pregnancy drop in centre to provide advice

5. What was your preferred choice of housing for you and your family?	With parents	With partners parents	Own home – private rented	Own home – social rented	Owner occupier	Supported housing	Own home (any)		
	1		14	4		7	1		

6. Where did you live once your child(ren) was born?	With parents	With partners parents	Own home – private rented	Own home – social rented	Owner occupier	Supported housing	Caravan		N/A
	6		6			13	1		1

7. Were you happy with this housing?	Yes	No	Don't know	Not applicable	No response				
	16	9	0	1	1				

8. Did you feel the need for support to settle into your new housing situation, for example, help with setting up your bills, learning skills to live independently?	Yes (what help did you want?)	No	Don't know	Not Applicable	No response				
	13	10	2	2	0				

Notes: where the answer was yes the overwhelming support was for budgetting/Life skills/moving on

9. Where would you go / who would you ask for help with your housing now?	Family	Current support worker	Connexions	Estate Agents	Support worker	Staff (young Parents Project)			
	3	11	7	1	3	2			

10. From your experience of housing and support, is there anything that really helped you or worked well that you want to share?	Lots of support never left alone to cope/ others to talk to	Support with managing debt and finances	Support with accommodation	Support to move on	Support from estate agents	Nothing to share	Don't Know		
	2	4	6	1	1	9	4		

11. From your experience of housing and support, is there anything that didn't work well or that could be improved to make it better for other people in the future?	More Housing for children and benefits	Move into supported accommodation rather than into B&B first	To be given more options	To eliminate bullying from other residents or landlords	Don't know	No	Leaky windows		
	3	3	4	2	3	11	1		

Questionnaire results from professionals working in the sector (March 2011)

1. What is your job role	Senior early years worker	Attendance Improvement officer	Parenting support facilitator	Health trainer team lead	Support worker	Project worker	Midwife or Nurse	Pregnancy and stop smoking specialist advisor	
	3	1	1	2	2	2	2	1	14

2. Do you know where to signpost your clients for Housing Options advice	Connections/Torbay Council Housing Advice	Checkpoint	Other staff members	No I don't know					
	8	3	1	2					14

3. When do you think it is a good time to tell ante natal parents about their housing options	When people ask	12 week scan	20 week scan	30 weeks	35 weeks	Another time?			
	8	5	0	1	0	0			14

4. How confident are you at giving housing information to your clients	Not confident	Fairly confident	Very confident						
	8	2	4						14

5. Do you know about the different housing options and how they are accessed e.g. private renting/social renting/supported accommodation/outreach housing related support	Yes	No	No response provided						
	8	3	3						14

6. Would more information help you? If yes what would you find helpful	Training	Work shadowing	up to date written information	Regular briefings	specialty trained staff members in your team	No response given			
	8	1	9	6	7	1			32

Most people chose more than one option that they felt would to help them access more up to date information hence the total of 32

7. Do you think supported accommodation should be prioritised for certain young parents if so which groups and why?	Safe guarding	16&17 year olds	Families on a child protection plan	Families with additional needs e.g drug and alcohol/mental health/domestic abuse	All areas	No response given			
	2	3		4	4	1			14

8. What are the common housing related queries/problems your clients talk to you about	Poor access to suitable accommodation and the provision of unsuitable accommodation	Lack of space (overcrowding)	Neighbour issues	rent arrears/financial problems	No response				
	13	3	1	3	2				22

Most people chose more than one option as common housing related queries and problems hence the total of 22

9. Please tell us any other information about housing related support that you think we will find useful to plan effective services in the future	No response was provided to this question	More Benefits advice	Link advice in with Checkpoint	provide access to information for clients and professionals	Provide a single point of contact for housing advice/support	More information about supported Housing and move on	Provide Funding stability		
	3	1	1	2	2	3	2		14

Appendix 2

Collated results from consultation in schools, emergency accommodation and supported accommodation May and June 2011.

Key:

Most popular choice

least popular choice

Q1.If you had a problem of not being able to stay where you live, who would you talk to?

Total responses to Question 1	129	
Answer Choice		
Parent/Carer	35	27%
Teacher	7	5%
Friends	43	33%
Youth Worker	20	16%
Other	24	19%

Additional responses included in 'other' choice are: Siblings; Checkpoint (connexions); Girlfriend/Boyfriend

Q2. If you have a problem with being able to stay where you live, where would you go?

Total responses to Question 2	131	
Answer Choice		%
Check Point	19	15%
Council Housing	16	12%
A Friends House	74	56%
The Police	3	2%
Other	19	15%

Additional responses included in 'other' choice are: Grandma's; extended family; another town; The Robin's respite service

Q3. If you were having problems living at home and it was safe to stay what support do you think you would need

Total responses to Question 3	128	
Answer Choice		%
Improving Relationships	40	31%
A break for me	39	30%
Support for myself	13	10%
Support for other family members	20	16%
Other	16	13%

Additional responses included in 'other' choice are: A tent; Connexions; all of the above

Q4. If you become homeless, where would you feel comfortable living temporarily?

Total responses to Question 4	130	
Answer Choice		%
Friends	58	45%
Extended Family	41	32%
Host Family	4	3%
Shared House	13	10%
Other	14	11%

Additional responses included in 'other' choice are: Parents of girlfriend/boyfriend; a tent; all services need to be accessed

Q5. If you were living in supported accommodation what would you like to achieve before leaving?

Total responses to Question 5	130	
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Answer Choice		%
Money management	32	25%
Employment/ Training	54	42%
Feeling part of the community	7	5%
Feeling healthy & Safe	10	8%
Other	27	21%

Additional responses included in 'other' choice are: Independent living skills; all of the above; self care and independence; having own accommodation

Q6. Where would you find out about general information?

Total responses to Question 6	126	
Answer Choice		%
Connexions	39	31%
Schools	16	13%
The Internet	52	41%
The Library	4	3%
Healthwize	15	12%

Additional responses included in 'other' choice are: Direct.gov; CAB; Doctors; Dentist; Chip shop; Youth Centre; Job Centre/ Social/ Key workers; Church