The Essential Guide To Developing The 5 Year Supporting People Strategy v1.0

23rd August 2004

The Essential Guide to Developing the 5-Year Supporting People Strategy

This guide builds on the basic framework set out in Focus on the Future and gives more detail about the key components of the 5-year strategy. The purpose of the 5-year strategy is to examine critically the services inherited from the previous funding streams, and focus them on local need and strategic priorities.

There is no prescribed template for the 5-year strategy, but there is a general structure to be observed and regard should be given to the sections listed in the general structure below.

The 5-year strategy document should not be lengthy – rather, we would encourage submissions that are clear, concise and able to articulate realistic priorities, focused on information about local need and strategic objectives. It should provide a framework for how the Administering Authority will meet these identified needs and priorities – this should consider both how to fill gaps in service provision and how to fill gaps in knowledge and understanding of needs.

This guide also points readers to existing ODPM documents / training products.

> **The ODPM Strategy Development Checklist** can be used to identify key activities and monitor progress at all stages

The Focus on the Future Document had the following guidelines for the general structure of the strategy:

1. Executive summary

2. Strategy development

3. Supply analysis

4. Strategic relevance and needs analysis

5. Value for money

6. A statement of local charging policy

7. Proposals for a 5-Year Strategy

8. Annual Plan 2005 - 06

This guide provides some more detail about this structure and the relevant content for each area.

1. Executive Summary

Clarification:

This should be a summary of the overall document – probably best written last! It should be accessible and be able to be published separately to the full strategy document, since this is the section most likely to have the widest audience.

It should summarise the Vision for SP locally.

Process:

The Vision as set out in the Shadow Strategy is likely to need re-visiting.

The Vision should be re-evaluated over the 5-year life of the strategy, as it is a working document reflecting changing needs and priorities.

Things that might help:

See examples of positive practice of the setting of the Vision in the "excellent" rated shadow strategies.

Boxes or tables to summarise highlights, future action, key priorities and action against different client groups

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2. Strategy Development

Clarification:

This should be an overview of the process by which the strategy has been developed and agreed.

This section would need to explain the involvement of the SP partnership with all stakeholders and service users in developing and agreeing the strategy. Evidence will be required to demonstrate that partners have been given the opportunity and have then taken an active role in all aspects of the strategy development framework, including seeking and bringing relevant information on needs and how to meet them. It should clearly describe and evidence the process for developing the strategy and the local strategic framework.

This should help with a framework for user and other stakeholder involvement. It should pay particular attention to very vulnerable and "unpopular" groups, be based on Best Value principles and the Communities Strategy and could provide the basis for longer term arrangements for stakeholder involvement.

It should also provide evidence of corporate and Commissioning Body ownership of the strategy development process, product and sign off.

Process:

Assess readiness by undertaking a self-assessment process with the Commissioning Body.

Ensure meetings are inclusive of all relevant partners, and consider strategy development.
Aim for meaningful involvement and participation throughout strategy development process. Do this by going to different service users and appreciating differences and needs, not setting up one off events.

Make use of existing stakeholder groups and other activities or provider meetings and other review processes etc as an integral part of strategy development – so trying to prevent consultation fatigue and tokenism.

Use the strategy development checklist to plan and monitor progress.

Things that might help:

Strategy self-assessment tool –
http://www.spkweb.org.uk/Evolution/5.1.1DocumentDetail.asp?Doc_ID=16639

Strategy checklist -
http://www.spkweb.org.uk/Evolution/5.1.1DocumentDetail.asp?Doc_ID=16483

Strategy Delivery responsibilities -
http://www.spkweb.org.uk/Evolution/5.1.1DocumentDetail.asp?Doc_ID=16404

See examples of positive practice of stakeholder and service user involvement, participation and consultation in "excellent "shadow strategies.

Other local strategies, e.g. Homelessness Strategy – in both process and content

BME Spark website – www.bmespark.org.uk

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3. Supply Analysis

Clarification:

Description of the current picture of inherited service provision. This should include reference to all client groups.

It must be a comprehensive and critical analysis of current provision. It should clearly demonstrate where and why supply matches need and where and why it does not. It should indicate how current provision meets the priorities of the area and identify gaps where priorities are not being met.

It should map out current SP spend and be an honest picture to inform the future vision. Mapping gaps is as important as mapping existing provision. Remember to look also at the wider holistic picture of supply to ensure services are not duplicated.

It should provide a summary of the service review progress to date.

This section must include a Cross Authority statement, which provides information on how the Administering Authority will address the needs of mobile groups within their area (immediate and neighbouring) and show the approach to joint commissioning and working with neighbouring Authorities.

The Cross Authority statement should not only be about the approach of the Cross Authority Group, as there will be other relevant authorities, both neighbouring and nearby with whom Administering Authorities have common issues.

Process:

Examine data from the SPLS to present existing service provision – this will be the best up to date picture of the services currently under contract to Supporting People.

Look at the financial data and data generated by the SPLS Extract to help understand the picture of spend.

Understand the picture in terms of services – by client group, service type, size and cost and understand the picture of providers.

Consider the cross authority picture, in terms of existing services and usage and the approach to cross authority working, including not just the Cross Authority Group but any other relevant neighbouring or nearby authorities.

> **Things that might help:**
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> ODPM Supply analysis practice aid -
> http://www.spkweb.org.uk/Evolution/5.1.1DocumentDetail.asp?Doc_ID
> =16479
>
> Strategy development checklist to monitor progress
>
> Client record form quarterly returns
>
> Batch 1 data and SPLS data

4. Strategic Relevance and Needs Analysis

Clarification:

This breaks down into:

Local Needs Mapping - being clear about what the local needs are

Understanding Strategic priorities - being clear about key local, regional and national strategic priorities and where SP fits within these. Links should be made to the regional SP strategy where one exists.

How it all fits together-

➢ understand how current supply is meeting local needs and where it is not

➢ demonstrate strategic relevance and benefits of current supply

➢ understand what services are needed to address identified needs. Services should provide good quality, cost effective housing related support, be strategically relevant, and compliant with grant conditions. For each client group set out the current supply, any gaps in provision, or relative over provision in terms of local priorities

This section should also note who is currently using services, who refers to them and who is in them.

It should consider whether services being offered are accessed and used appropriately and whether they are delivering value for money.

This section must address not only which priority areas are currently being met, but also the extent to which benefits are realised. This should be quantified – as far as possible – by providing evidence of real, measurable benefits, across a range of local strategies and targets.

Performance information, quality information and value for money information are all relevant here to help to indicate overall performance. This section should also indicate how the Administering Authority intends to use the Performance Indicators and other outcome information in the longer term to measure and improve performance and outcomes in relation to identified priorities.

Process:

The Commissioning Body should use and update needs analysis from the shadow strategy, considering client groups, types of services, flexibility in meeting need and accessing services, understanding geographic and economic issues and seeking to look at the full picture.

Review the local community strategy and identify key priorities and links to the Supporting People programme.

Take account of Local Strategic Partnership targets if applicable and explain how links to the Regional Housing Board and the Regional Housing Strategy are being made.

Ensure that there is evidence of SP strategy linking to and taking account of a range of other key local strategies:

- Housing – Local and Regional
- Homelessness
- Community Safety
- Domestic Violence
- Older People
- Learning Disability
- Mental Health
- Other local health plans
- Teenage Pregnancy
- Crime and Disorder
- Anti Social Behaviour
- Drug and Alcohol
- Community Strategy

Illustrate where SP money and services support these strategies and relate to their targets and objectives, showing how current spend achieves this, what needs to change, the process for this change now and in the longer term, a wider view of targets met by SP spend and provide evidence on costs, benefits and risks.

All of these will enable the Commissioning Body to identify the key priorities for their five year strategy, which must be realistic and measurable.

Things that might help:

Look for local/regional research on needs.

ODPM Needs Analysis Practice Aid- www.spstrategytoolkit.org.uk

Focus on the Future – Annex C, Guidance on Needs Mapping – www.spweb.org.uk

BME Spark website – www.bmespark.org.uk

Regional Housing Strategy and Regional SP strategy

Local Community Strategy, which determines key local priorities.

Accommodation and support guides – www.spkweb.org.uk

ODPM Q and M guidance – www.spkweb.org.uk

Guidance on assessing strategic relevance

5. Value for Money

Clarification

This section should set out the approach taken by the Commissioning Body to assessing value for money in services and the processes used. It should also include a summary of progress to date and a description of any benchmarking work being used to review and assess value for money.

Commissioning Bodies should also report progress on service reviews and outline the service timetable and rationale in relation to compliance with grant conditions, the provision of high quality, cost effective housing related support and strategic relevance.

This section should also illustrate Best Value and the quality of Supporting People services, as part of the monitoring and reviewing framework, with reference to quality for service users. Commissioning Bodies should illustrate the framework they plan to use to involve users and stakeholders and how they will use existing forums and processes.

Process:

Explain the approach that is being used to assess value for money and how the approach is being implemented within the service review process and

within ongoing contract monitoring. Give details of local and regional benchmarking work.

Things that might help:

Batch 1 data and SPLS data

ODPM cost comparator data – www.spkweb.org.uk

Local and regional benchmarking work

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6. A Statement of Local Charging Policy

Clarification:

This should set out the charging policy, comment on its effectiveness and any issues arising. The charging policy must comply with grant conditions and take into account the wording of contracts agreed with, or in development with, providers.

7. Proposals for a Five Year Strategy

Clarification:

This section articulates the key identified Commissioning Body priorities for Supporting People and gives a high level view of how the Commissioning Body will achieve and evidence outcomes and progress. This is in essence the detail of the Supporting People Vision for the next 5 years.

The full strategy should contain the detail of how identified **key** priorities will be translated into deliverables, taking into account realistic deadlines, resource implications and managing risks. The focus should be on how positive outcomes will be achieved for vulnerable people.

Priorities should be suitably challenging, with realistic, achievable and measurable targets. Consideration should also be given to how priorities link with other plans and strategies and to the wider cost-benefit picture.

This section should also explain how outcomes and progress will be measured and evidenced, linking to Performance Indicator information.

Process:

This section should use the analysis undertaken in relation to supply, needs and strategic relevance and translate that analysis into a clear vision and direction for the Supporting People strategy, including proposals, actions and key immediate and longer term priorities.

Commissioning Bodies should give a clear presentation of:

- Areas of unmet and growing need
- Areas of provision which are in need of continuing or urgent review
- Cross authority issues
- Issues related to capital investment and links to the Regional Housing Board and Regional Housing Strategy – this could include indications of groups and locations where the Commissioning Body believes there is unmet need and would be prepared to make revenue available.
- Issues related to stock condition and decent homes standard which affect the strategy
- Supporting People priorities over the next five years
- How they intend to measure and evidence progress, outcomes and the benefits delivered by their priorities

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Things that might help:

ODPM risk management practice aid - www.spstrategytoolkit.org.uk

Strategy development checklist -www.spkweb.org.uk

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8. Annual Plan 2005-06

Clarification:

This should set out **immediate** priorities for review and change, including a summary of intended spend and unit provision by client group and service type in 2005-06.

This should contain the detail of how key priorities of the strategy will actually be delivered and details of how the progress and outcomes will be tracked.

Remember the 5-year strategy will need re-visiting each time an updated annual plan is submitted.

Process:

Extract from the proposals for the whole five years the first year's to 18 month's plan of work.

Make sure the plan is clear, robust and has SMART (specific, measurable, agreed, realistic and timebound) objectives focussing on key priorities.

There should be a clear statement of priorities for action identified with an explanation of their relative importance.

Detailed proposals should have taken account of some of the following issues:

➢ The impact of changes on the local SP market place
➢ Realistic timescales given contract clauses
➢ Procurement/ tendering issues
➢ Existing local provider expertise
➢ The potential need for new expertise
➢ Robust contingency plans in relation to significant provider or service changes

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Things that might help:

ODPM risk management practice aid – www.spkweb.org.uk

Strategy development checklist -www.spkweb.org.uk

The deadline for the submission of the 5 year Supporting People Strategy is 31st March 05.

If you have any questions about this guide, you can contact the Supporting People Team at ODPM via the SP Helpline – Tel: 020 7944 2556 or email: supporting.people@odpm.gsi.gov.uk.

comm/select/SCSS151a3 (VS)