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ESSEX
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5-Year Strategy Action Plan

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Name of Service: Essex Supporting People 2005-2010

THEME (A) THE SUPPORTING PEOPLE PROGRAMME
Cross-Linkages to Partner Strategies **Essex Approach:** Reduced Council Tax; Best use of Resources and seek to get better all the time; Develop and Support our Staff; Work with others to improve what we do; Active Citizenship; Putting People at the heart of what we do. **Essex Community Strategy**: Being Served Well and Fairly; Deliver efficient, high quality public, private and voluntary services, working in partnership to improve standards of service and cooperation across services; Responsiveness to people's needs and views; Ensure service providers are accountable to the public. **Regional Housing Strategy**: Promoting independence and housing choice for people in vulnerable groups; "Access for Vulnerable Groups to General-needs Accommodation"1 **Sub-Regional Housing Strategies**: Prevent and tackle homelessness amongst young people; Merging and remodelling services to promote availability to all across sub-region; developing referral protocols; explore added value of jointly commissioning services. **Homelessness Strategies**: Access to appropriate housing for vulnerable single people and families. **Probation Resettlement Strategy**: Contribute information and input to development of three year Supporting People strategic plan.

Focus 1: **Improved Commissioning, Procurement and Value for Money of SP Services**	Objectives: • **Explore SP contracting arrangements** that reflect flexibility necessary for effective service delivery and that reduces overhead costs • **Deliver Pipeline Schemes** • **Maintain Essex Strategic Reserve** (ESR) for development of Supported Housing

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Key Outcomes/actions Improved Contracting arrangements to improve flexibility and effectiveness of SP	• Value Improvement Project (VIP) on Floating Support Services	March 2006 Post Service	Project awarded and started

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1 The Regional Housing Strategy proposes that "health professionals may be able to act as "advocates" on behalf of clients."

* items marked (*) are direct contributions from participants at the different Consultation Forums

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
services, particularly Floating Support	• Dialogue with key providers, especially in Pilot Projects • Implementation of VIP to other service areas	Review	

Improved analysis and implementation of Value for Money concept (VFM)	• Continue VFM analysis, ensuring amongst others
	
	   - Like for like comparisons of services
	   - Inclusion of "Quality" indicators when assessing "Value" of a service.
		March 2006	VFM 2004 report published and used in Service Review;
			
			 Internal steering group overseeing further research

Develop Best Practice by Providers and Key stakeholders	• Improve guidance on SP; develop local working groups including providers, through the local CSGs where possible • Develop joined up commissioning with key partners (see Themes	November 2005	
Delivery of Pipeline capital schemes	• Development of ESR schemes by District and RSL partners		Delays to some schemes in planning process
Delivery of existing ESR proposals and identification of revenue funding	• Use SP Development Fund to revenue-fund key strategic developments • Work with partners on identifying alternative sources for revenue funding	2008 2010	ESR schemes in preparation for YPLC

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THEME (A) THE SUPPORTING PEOPLE PROGRAMME

Focus 2: **Continuous Improvement of Service Delivery**	Objectives: • Ensure **Service Reviews** have impact on the quality and "Value for Money" of the SP service programme • **Improved SP business management** • Increase capacity for **Move-on** from existing services

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Key Outcomes/actions Complete all service reviews involving all stakeholders and service users.	• Continuation of ongoing programme • Offer and develop with Providers plans & alternatives as appropriate to create savings. • Implementation of Outcome Review Recommendations in line with Commissioning Strategy and User Involvement Strategy.	March 2006 Post service review	Service Review scheme delayed but on target for completion on time Joined-up service reviews with ECC-LD team
Ongoing improvement to business management procedures and IT	• Maintain ongoing drive on Continuous improvement in the SP team and business processes • Develop internal capacity to avoid commissioning outside consultants. • Ensure new contracts set-ups are better manageable by both SP team and providers	Audit Commission Inspection of SP partnership: Jan 2006	Continuous Improvement Team (CIT) in place Business processes mapped and being implemented Staff recruitment in process
Improve access to existing accommodation for Move-on	• Revist move-on agreement of EHOG • Review opportunities for improved referral and nomination arrangements • Increase use of private rented stock through innovative practices, e.g. joined-up working with rent deposit schemes. • Better planning of Move-on as part of "throughput planning" approach	2005 2005-2007 2006-2007 2005-2007	
Increase available accommodation for Move-on	• Increase in Social Rented Accommodation through new developments, re-modelling, empty homes	2008-2010	

THEME (A) THE SUPPORTING PEOPLE PROGRAMME

Focus 3: **Improve effect of Partnership working on SP programme**	Objectives: • **Improve mechanisms for Partnership working** to increase its impact on the delivery of SP and SP-related services.

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Key Outcomes/actions Strengthen the implementation function of local Core Strategy Groups (LCSGs) and their linkage with providers	• Role of LCSGs in implementation of the SP strategy agreed • LCSGs' minutes and progress reports reflecting new role and vitality	May 2005 Nov 2005	SLAs in progress

Help improve the co-ordination of agencies in terms of referral and care/support plans involved.	• Improve knowledge of SP services through, amongst others, a training plan for social workers
	
	• With key service delivery partners:
	  o Clarify responsibilities for co-ordinating role
	  o Identify and address opportunities for improvement
	
	• Contribute to developing common terminology through publication of a glossary and implementation of a Communication Strategy
		June 2005
		
		April 2005
			Consultation for Strategy has widespread; Leaflets for service users are ready for distribution amongst front-line staff

Ensure Partners' collaborative work is reflected in strategies, service plans and ongoing work.	• Input in consultation exercises and engagement in strategy implementation.	Jan 2005	

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THEME (A) THE SUPPORTING PEOPLE PROGRAMME

Focus 4: **Develop Service User Involvement and evidence its effect on SP programme**	Objectives: • **Improve joined-up nature of service user involvement** (participation, consultation) and follow-up. • Development and Implementation of **User Involvement Strategy**

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Key Outcomes/actions Contribute to joined-up working on user involvement and consultation exercises between SP partner organisations	• Engage in ECC user participation group • Joined-up working reflected in SP User Involvement Strategy	July 2005	
Consultation and publication of Involvement Strategy	• Use of existing user groups and user representative organisations • Involvement of carers • Sharing of good practice • Involvement of potential and future users, especially for Older People	July 2005	
Ensure users are involved in service development aspects of the SP programme	• User involvement in execution of Action Plans post service review • User representation in service development initiatives	2005-2007	

THEME (A) THE SUPPORTING PEOPLE PROGRAMME

Focus 5: **Further Develop Evidence-Based Working** Through better use of Information Analysis, Research and Strategic Reviews	Objectives: • Implement the **Supported Housing Index** • Improve quality and use of **Needs and Supply data**

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date **(17 February 2006)**
Key Outcomes/actions New Supported Housing Index (SHI-2) in place and used in all districts to fill local information needs.	• Installation and population of SHI with existing data by operators in District Housing Departments • Publication of SHI-2 to service users, social workers and implementing housing (needs) departments • SHI fully operational	Spring 2005 Nov 2005 April 2006	SHI-2 operational in Basildon
Develop Needs database and analysis methods to improve assessment of needs for both general and specialist services.	• Establishment of central ECC Needs data base • Address hiates in existing needs data with key partners, including Health Information Services, EPS, Essex DAT, YPLC, YOTs, DIP, ECC-MH.	Nov 2005 April 2006	Strategy & Policy Unit now taking lead; resources being identified; Work in progress with YPLC, ECCLD&MH, Essex DAT.
Report available Perfomance Indicators (Pis), needs and supply data and its analysis to local SP working groups (including LCSGs) and Providers	• Provide bi-annual reports on PI and Client Record data to Providers and Stakeholders via Website and e-mail alerts. • Use "on-demand" analysis of existing information to support discussions in districts & specific service areas	April 2005 June 1005	
Analysis of "service chains": distribution and type of service (including transitional housing) and throughput vs. revolving-door support.	• Initiate or join supply analysis projects with County-wide partners including District Housing Depts, ECC-MH, EPS, Essex DAT, ECC-L&AC, ECC-OP, ECC-LD • Make use of "throughput" analysis of PI and Client Record data	2005-2008 series of research initiatives	MH supported housing review under way; PI and Client Record data ready for analysis, immediate plans for analysis with DIP & Essex DAT
Commission Strategic Reviews as necessary into specific service areas	• Identify need for Strategic Reviews with key partners • Carry out Strategic Reviews	July 2005 2005-2007	

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Improve Supply Data to enable better use for strategic analysis and Value for Money comparisons	• Work with Hertfordshire SP on improved Client Group classification for SP services and registry of cross-boundary services	2005-2006	
Develop common information sharing protocols where need for information is not met.	• Explore use of existing information sharing mechanisms, e.g. referral panels and Single Assessment	2005-2006	
	• Identify and act upon opportunities to use SLAs or statutory obligation to share information.	2005-2007	

THEME (B) HOMELESSNESS AND VULNERABLE PEOPLE WITH CHAOTIC LIFE STYLES

Cross-Linkages to Partner Strategies

Essex Approach: Reduced Council Tax; Best use of resources and seek to get better all the time; Give the elderly the support they need to stay in their own homes

Essex Community Strategy: Make our services are easy to reach; Deliver efficient, high quality public, private and voluntary services; Ensure that community needs for affordable housing are met in a sustainable way.

Regional Housing Strategy: Support local housing authorities make the shift from crisis management to prevention of Homelessness; Access to Health services and support for Homeless.

SHA Strategy 2005-2008: Essex in excellent health: To reduce health inequalities.

NSF Mental Health: Promote social inclusion of individuals and groups with mental health problems.

Probation Resettlement Strategy: Enhance offender access to housing and support through effective strategic partnerships; Exploration further development of Rent Deposit Guarantee schemes

Sub-Regional Housing Strategies: Prevent homelessness and ensure suitable accommodation through strengthening supported housing, the private sector and earlier interventions and preventative techniques from all partner agencies.

Focus 1: **Continuous Improvement of Existing Services**	Objectives: • **Stimulate Joined-up Service Delivery** by ensuring best possible support/care arrangements between partner agencies • Investigate alternative points of **referral including ABCs and ASBOs** • Improve access to services for people with **multiple or complex needs** • Develop service capacity for **Ex-Offenders**

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date **(17 February 2006)**
Key Outcomes/actions SP engagement in referral working groups	• SP provider/support worker to promote effective referral arrangements	Service Review & Action Plan	
Use the ABC or ASBO contracts as referral point for accepting SP support.	• SP, CDRPs and LCSGs to review opportunities for using triggers for referral to SP support, e.g. ABCs/ASBOs; 1st Rent arrears; Neighbour complaints; application process for Housing waiting list	April 2006	

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Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Improve involvement of key agencies in multiple needs cases, e.g. Mental Health with Drugs/Alcohol related issues.	• Identify access problems; propose and implement best practice solutions including (1) Assess and implement SLAs as appropriate; (2) Development of key worker networks between agencies • Model service planning to existing schemes that respond to multiple needs. • Share best practice, road shows, especially if an agency has been recognised at being very good at something	April 2006	
Identify and address bottlenecks for Ex-offenders to access existing services through referral/access/service gaps.	• Map use of current services by ex-offenders using EPS data and SP Client Record returns • Working group to review bottlenecks, including the role of SP services for "high-end" and "low-end" offenders • Develop tender for Ex-off services as appropriate, looking at both accommodation-based and Floating Support service needs	June 2005 May 2005 July 2005	First batch of Client Record Forms available for analysis DIP and DAT on board to work on service mapping and exploration of bottlenecks

Theme (B) Homelessness and Vulnerable People with Chaotic Life Styles

Focus 2: **Floating Support for Move-on, Tenancy Sustainment and Temporary Accommodation**	**Objectives:** • Build capacity for delivery of **tenure-independent services**, especially for those with multiple needs

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date **(17 February 2006)**
Key Outcomes/actions Reduce Move-on[1] bottle necks through increase in Floating Support services	• Develop, with key partners, service specifications for relevant Floating Support services in priority areas as identified in the Strategy and put out to tender. • Identify need for improved communication with people leaving MH services and opportunities for referral.	July 2005 or 2006-2007 Development Fund bidding round April 2006	
Increase in Tenancy Sustainment services	• Develop, with local CSGs, scope and tender for (preventative) tenancy sustainment services based on experiences in e.g. Basildon, Maldon. • With District homelessness teams, ensure and develop linkage with housing-related support in temporary accommodation	April 2006 April 2006	

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[1] Floating Support for move-on = flexible support for people who are moving on from specialist accommodation into general needs-type accommodation, where they can stay once SP support no longer required. Service requirements similar to those for preventative tenancy sustainment services (2.1.2)

* items marked (*) are direct contributions from participants at the different Consultation Forums

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THEME (B) HOMELESSNESS AND VULNERABLE PEOPLE WITH CHAOTIC LIFE STYLES			
Focus 3: **Access to Specialist Accommodation-based Services**	**Objectives:** • Support development of pivotal service developments that address unmet need.		
Outcome/measure	**How will this be achieved? (and who by, including key partners)**	**By when?**	**Progress to Date (17 February 2006)**
Key Outcomes/actions Act on outcomes from detailed needs analyses	• Develop, scope and tender for identified services that address areas of urgent and unmet need	April 2007	

Focus 4: **Miscellaneous: Contracting, Planning**	**Objectives:** • Improve Contracting arrangements to improve flexible and joined-up delivery of services • Address gaps in current joined-up working • Overcome risk of failing planning applications		
Outcome/measure	**How will this be achieved? (and who by, including key partners)**	**By when?**	**Progress to Date (17 February 2006)**

Key Outcomes/actions
 	
Develop move-on services that enable flexibility, quality and continuity of support, e.g. by retaining same support worker and defining required skills level.
	• Investigate contracting opportunities in Value Improvement Project on Floating Support, including
	   o Support hours as contract basis
	   o Flexibility of support pattern
	   o Contract size and referral implications
		Nov 2005	Project started and consultant identified to take work further

Overcome obstacles in planning process by working closely with ECC, DAT, LCSGs, Members and planning authorities to find pragmatic solutions.	• Harlow YP Supported Housing project gaining planning permission	April 2006	Process ongoing

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THEME (C) VULNERABLE YOUNG PEOPLE

Cross-Linkages to Partner Strategies

Essex Approach: Reduced Council Tax; Best use of resources.

Essex Community Strategy: Make sure all our services are easy to reach, welcoming and known about.

CYPSP: Developing integrated service provision; information sharing and assessment (ISA); Service user and carer involvement in service planning & performance management; joint commissioning; implementing the National Service Framework

NSF for Children: Access to age-appropriate, responsive services.

Connexions: Helping young people to make decisions about their future; helping young people who have problems with drugs, alcohol, depression, are (at risk of) becoming homeless.

Teenage Pregnancy Strategy: Better support for pregnant teenagers and teenage parents; better prevention of the causes of teenage pregnancy; joining up action at every level including community involvement

Valuing People: Helping young people with Learning Disabilities with transition into adult life

Focus 1: **Continuous Improvement of Existing Services**	Objectives: • Ensure joined-up working in existing schemes and in move-on process • Develop existing pipeline schemes for YPLC

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Key Outcomes/actions Continued positive outcomes for Young People Leaving Care or At Risk	• Provide new suitable contracts for YP services post service review. • Ensure action plans of service reviews are acted upon	2005	
Delivery of YPLC pipeline scheme in Harlow and Braintree	• Provide support for the scheme in the planning process	2005	Earlier planning application has been rejected; new submission in process

THEME (C) VULNERABLE YOUNG PEOPLE

Focus 2: **Floating Support: Delivery of tenure-independent services**	Objectives: • Increase number of Young People helped in accommodation based services through improved Move-on and Floating Support services

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date **(17 February 2006)**
Key Outcomes/actions YPLC: Support ESR proposals to Housing Corp for Move-on: 8 units in each of 5 districts.	• Agreement on scheme development with Districts • Tender for support service once schemes come on-line	2005 2007-2008 Devl. Fund tender	Proposals formulated; Districts are engaged in working out details of proposals.
Improved joined-up service delivery for Young People with multiple needs	• Support improved linkage of ECC-L&AC services with DAT, local DARGs and YOTs, through improved information sharing and joined-up working practices • Review with Health community-based support for Teenage Parents	2005-2007	ECC L&AC team involved

THEME (C) VULNERABLE YOUNG PEOPLE

Focus 3:	Objectives:
Services for Teenage Parents	• Close Service Gaps for Teenage Parents

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date **(17 February 2006)**
Key Outcomes/actions Support the development of a cross-authority Teenage Pregnancy scheme for Uttlesford, Brentwood and Epping Forest	• Scheme developed and opened	2008	Discussions between Districts in advanced stage
Improved joined-up service delivery	• Review with Health community-based support for Teenage Parents • Ensure access to appropriate move-on accommodation and support to avoid service blocking.	2005-2007	
Support improvement of accommodation for teenage pregnancy service in Basildon and in Harlow	• Schemes re-housed in new accommodation	2008	Issue identified and discussions with providers and Districts ongoing

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THEME (D) VULNERABLE OLDER PEOPLE

Cross-Linkages to Partner Strategies

Essex Approach: Support Independent Living for Older People.

Essex Community Strategy: Independent Living; Being part of a community; Feeling safe.

Regional Housing Strategy: Improving Health & Well-being: "Ensure 100% Home Improvement Agency coverage across the region"

Sub-regional Housing Strategies: Improving and re-modelling the provision of housing for older people.

Health Strategy 2005-2008: More local services, less time in hospital To provide the right services in the right place when needed, with as much as possible close to where people live.

NSF for Older People: Provide integrated services to promote faster recovery from illness, prevent unnecessary acute hospital admissions, support timely discharge and maximise independent living.

Focus 1: **Prevention and Early Intervention**	Objectives: • Scope opportunities for HIA services to contribute to Service Mix for Older People • Stimulate use of Community Alarms and opportunities created by advances in technology • Increase access to community-based SP support

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)

Key Outcomes/actions
 Equal access to HIA services across the County through joined-up working with Health, ECC, Districts and providers
	• Implement recommendations of HIA working group and service review outcomes, including
	    o Importance of HIAs in service mix for OP & PSD
	    o Linkage with HIA related services including "Home from Hospital" or Handyman services
	 • Agree with co-funders equitable distribution of SP and ECC grants between Counties
	 • Cross-boundary collaboration where appropriate
		05-07
		
		 05-08
		
		 06-07
			Model developed to match grant distribution with Needs indicators

Improved use of Community Alarms services across different types of tenure and accommodation, to pre-empt and support community-based support needs	• Identify opportunities for development that are budget-neutral within Older People allocation of the SP budget	2007-2008	
Improved Community-based support in conjunction with existing services by ECC-OP, Health and Districts	• Identify opportunities for development that are budget-neutral within SP - Older People budget • Quantify need for intensive floating support for frail elderly and older people with mental health needs; develop service spec with Health, ECC-OP, ECC-MH.	2006-2007 2005-2006	Ongoing discussions on expanding reach of support from sheltered housing services

THEME (D) VULNERABLE OLDER PEOPLE

Focus 2: **Sheltered Housing and Community-based Support**	**Objectives:** • Develop alternatives for sheltered housing schemes that are not fit-for- purpose • Improve targeting of SP support inside and outside sheltered housing schemes to vulnerable older people • Improve contracting arrangements to reduce overhead and improve flexibility of support • Develop opportunities created by community-based support • Limit effect of SP budget pressures on access to housing-related support for vulnerable older people

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Key Outcomes/actions Improved balance of spend and access to support between vulnerable older people who live inside and outside sheltered housing schemes	• Sheltered Housing Pilots including - Principle of access to SP support independent of tenure - Matching support within Sheltered Housing schemes to need - Opportunities for community-based support, e.g. links to community alarm services, keysafe, telecare - Flexibility of support intensity, e.g. through contracting on hour rather than unit basis - Identification of housing, community and location issues underlying successful sheltered housing schemes • Roll-out of best practice from Pilots across the County • Collect views and expectations of both current and future users of Older People services	2005-2006 2006-2008 2005-2007	Pilots started in 5 Districts
Limited impact of budget pressures on number of vulnerable older people that are supported to retain their independence	• Improved targeting of vulnerable older people; improve effectiveness of services e.g. through use of community alarms • Work with key commissioning partners (Health, Districts, ECC-OP) to secure preventative services for Older People	2005-2008	
Discontinue or re-model services that are delivered in accommodation that is not fit-for-purpose	• Support Districts and Providers in identifying schemes and finding alternative use for accommodation.	2005-2008	

<table>
<tr><td colspan="5" align="center">THEME (D) VULNERABLE OLDER PEOPLE</td></tr>
<tr>
<td colspan="2">Focus 3:

Shortage of Extra Care units in the region</td>
<td colspan="3">Objectives:

• Address absolute and relative shortage of Extra Care units in the region[1]

• Identify re-modelling opportunities from Sheltered Housing

• Increase joined working with Health on housing-related services that address bed-blocking in the NHS</td>
</tr>
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Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Key Outcomes/actions Identify re-modelling opportunities from Sheltered housing, taking account of, amongst others, Locality; suitability of building; service need; community.	• Work with Health, District-based partners, ECC-OP and providers to scope re-modelling to Extra Care from both Sheltered Housing and Residential Care • Develop Extra Care schemes		
Develop Extra-Care schemes in new accommodation	• Identify resources for capital and revenue funding with key partners, including Health, ECC-OP and Districts	2006	

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[1] Addressing the shortage both in terms of numbers and relative under-provision when compared with SP-support in sheltered accommodation. "Extra Care" refers to all support for older people who need more care/support than what is available in sheltered housing services.

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THEME (E) PEOPLE WITH LONG TERM CARE/SUPPORT NEEDS

Cross-Linkages to Partner Strategies

Essex Approach: Reduced Council Tax.

Essex Community Strategy: Make sure all our services are easy to reach, welcoming and known about; Deliver efficient, high quality public, private ad voluntary services.

Valuing People: Enabling People To Have More Control Over Their Own Lives; To enable people to have a greater choice and control over where, and how they live; to lead full and purposeful lives in their communities and to develop a range of friendships, activities and relationships; promote holistic services for people with learning disabilities through effective partnership working.

Sub-regional Housing Strategies: Create register of need for and availability of adapted property to facilitate better matching.

Health Strategy 2005-2008: A better life for people with long-term conditions: To help people lead longer, independent lives, with less pain and fewer problems, and avoid having to go into hospital.

Focus 1: **Continuous Improvement of Existing Services**	**Objectives:** • Ensure support for current number of service users in the face of ongoing budgetary pressures • Identify and mitigate risks of funding and service gaps with partners • Re-configure contracting arrangements to improve joined-up service delivery. • Scope opportunities created by Floating Support

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Key Outcomes/actions Limited impact on care + support delivered to service users as a result of downward budget pressures and service review outcomes	• Co-ordinated service reviews with ECC-LD and MH teams • Joint working on identifying risks with regards to service delivery and budgets	2005 2005-2008	
Improved targeting of SP support within client group	• Identification of statutory responsibilities of Health, ECC-LD and ECC-MH partners and relation to the SP remit • Establish how client group can best benefit from combination of ECC statutory care and SP housing-related support	2005 2005	

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Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date (17 February 2006)
Joined up commissioning arrangements with ECC-LD and ECC-MH services	• Agreed Action Plan for to effect convergence of commissioning by partner organisations, including		Draft Action Plan in place for both ECC-LD and for ECC-MH joint commissioning; co-ordination between ECC-LD care assessments and SP Service Reviews; joint risk assessments on budgetary implications of downward pressure on SP grant.
	o Joined-up service review process	2005	
	o Common understanding on role of Supporting People in delivering Support to Client Group	2005	
	o Addressing front-line staff issues on joined-up service delivery	2005-2006	
	o Convergence of commissioning arrangements and contract monitoring	2006-2010	
Investigate relative need and scope in LD services for Floating Support compared to specialist accommodation.	• Review, with key partners (ECC-LD, ECC-MH, Health), availability and future need for independent move-on accommodation for people with long-term care-support needs.	2006	
	• Ensure that in (floating) support services, support is available at flexible levels of intensity and in those periods when housing-related support is most needed.	2006	

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THEME (F) OTHER CLIENT GROUPS

Cross-Linkages to Partner Strategies

Essex Approach: Commitment to fairness and equal opportunities for all.

Essex Community Strategy: Make sure all minority groups can access services without difficulty and develop comprehensive social inclusion.

Regional Housing Strategy: Better communication to improve BME goups' understanding of and provision for their needs.

Sub-regional Housing Strategy: Involve BME communities in service planning, delivery and setting service standards and priorities; Developing services for single homeless with mental health problems.

Domestic Violence "Safety & Justice": Prevention of Domestic Violence; Agencies to address risk factors and identify victims as early as possible.

Focus 1: **Services for People escaping Domestic Violence**	Objectives: • A Continuous improvement of DV Services

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date **(17 February 2006)**
Key Outcomes/actions Development of DV strategy for the East of England (with DV stakeholders)	(a) Workshop on DV research and SP joint statement to start strategy development process • (b) Development of regional DV strategy	Early April 2005 Nov 2005	
Work group to identify distribution, type and access to DV services in Essex and opportunities for improvement		Autumn 2005	

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THEME (F) OTHER CLIENT GROUPS	
Focus 2: **Access to services for Black & Minority Ethnic Groups (BME)**	**Objectives:** • Ensure access to and availability of specific service needs for vulnerable people in BME groups A Continuous improvement of DV Services

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date **(17 February 2006)**
Key Outcomes/actions Implement findings and actions emanating from the BME research and ongoing needs assessment.	• Assess how BME issues are addressed in Service Review process • Further develop participation of BME communities in SP programme. • Close working with the BME Action Group and BME Development Worker	2005 2005-2007	
Ensure sufficient service capacity to meet needs either within existing services or through development of special provision.	• Continued monitoring of existing and future need of BME community – specific support • Address potential shortfall in WEDV support for BME women • Close working with the BME Action Group and BME Development Worker	200-2008 2006	

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THEME (F) OTHER CLIENT GROUPS

Focus 3: **People with HIV/AIDS**	Objectives: • Ensure access to and availability of services for people with HIV/AIDS		

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date **(17 February 2006)**
Key Outcomes/actions Establish with key partners specific needs for housing-related support that are not met through current service provision.	Raise issue with Health partners for reference	2005	

Focus 4: **Services for Travellers**	Objectives: • Continuous improvement of Travellers Services		

Outcome/measure	How will this be achieved? (and who by, including key partners)	By when?	Progress to Date **(17 February 2006)**
Key Outcomes/actions Development of Traveller strategy for the East of England	• Workshop on traveller research and SP joint statement to start strategy development process • Development of regional Traveller strategy	May 2005	Research on Traveller Groups in Thames Gateway South Essex Ongoing; workshop preparation in progress
Implement service improvements post Service Review	• Collaboration with key partners, advocacy groups as appropriate	2006	