

## PSA 16 Good Practice Guide

### Introduction

This guide has been developed on behalf of the East Midlands PSA 16 Sounding Board by mwb consultancy ltd. The bulk of the material included in the guide is based directly on the feedback we have collected from local practitioners, managers and others with an interest in the PSA 16 agenda.

Thank you to all of you who made a contribution to the guide and took the time to either respond in writing or to talk to us directly.

### Defining good practice

Defining good or best practice can be a challenge and any document which sets out examples of good practice needs to be clear what criteria have been used to assess the practice examples.

#### *Caveat emptor (buyer beware)*

We have taken a very pragmatic approach in including 'good practice' examples in this guide.

We started by asking people across the region to let us know what they were doing that they regarded as being good practice or innovative practice so the first criteria is that current managers and practitioners have defined the example as good in their terms.

Secondly we have included the contact details of the people providing the examples so that you can contact them directly and find out more about what they are doing and how well it is working, so our second criteria was people's willingness to share their knowledge and experience with other people.

So if you see something of interest to you follow up with the contact person and make your own judgement about the innovation, good practice etc.

### Why?

This guide has been developed to provide some evidence of good practice and to help stimulate people's thinking about accessing, providing and sustaining homes (and indeed other services) for people identified in the PSA 16 customer groups.

It is not intended to be a definitive digest of the best practice but offer some pointers and possible contacts to help you reflect on local practice and make changes that will lead to improved outcomes and results for people who are often the most vulnerable in our communities.

The PSA 16 groups are only some of the people we might consider as vulnerable but the lessons which can be gleaned from high quality work on PSA 16 has a much wider significance and with that in mind the ideas and examples in this guide will be of relevance to groups of people not currently covered by PSA 16.

### **What is in this guide?**

This guide contains a mixture of material which you can use in a variety of ways. There is a section on some of the theoretical perspectives people are using to underpin good practice. There is a section that looks at the outcomes and results that might need to be delivered with and for people in the PSA 16 groups. There is a section looking at some examples of good practice from around the east midlands and lastly a section which includes a quick self assessment tool.

### **How can it be used?**

We have designed this guide so that it can be used in a variety of ways. However there are bound to be some other ways which we have not considered yet e.g. propping up shoddy tables.

#### **The good practice matrix can be used:**

- as a tool for self assessment and reflection with staff groups
- as a tool for reflecting on service design
- as a tool for reflecting on practice and outcomes with staff
- as a start point for design or redesign of services/solutions
- as a tool to help contribute evidence for QAF and other inspections
- as a tool for use with staff in training and supervision

#### **The examples of good practice can be used:**

- as a guide to potential solutions to local barriers
- as a start point in redesign of services
- as a tool for reflecting on local opportunities for improvement
- as a start point for discussions with partners
- as a start point for collecting evidence for new funding or redesign
- as part of any self assessment exercise

The good practice descriptions are brief and are designed to give you enough information to help you decide if you want to know more about an area of practice by contacting the people involved directly.

We decided to keep each entry brief for a variety of reasons for example very detailed information can very quickly become out of date, too much information in one guide can be hard to plough through and mean you do not get to the example that might be of most use to you.

**The outcomes and results can be used:**

- as a tool for reflecting on performance overall
- as a tool for reflecting on areas where you may need to create change
- as a tool for reflecting on service design
- as a tool for reflecting on practice and outcomes with staff
- as a start point for design or redesign of services/solutions
- as part of any self assessment exercise
- as a tool for use with staff in training and supervision

**The theory and assumptions can be used:**

- as a tool for reflecting on performance overall
- as a tool for reflecting on areas where you may need to create change
- as a tool for reflecting on service design
- as a tool for reflecting on practice and outcomes with staff
- as a start point for design or redesign of services/solutions
- as a tool for use with staff in training and supervision

**Who is it for?**

The guide is designed to be used by the following groups of people:

- service managers
- service planners
- any one designing or redesigning services
- commissioners
- strategy and planning officers

It should be useful to people who are service providers from a wide range of agencies and sectors as we have examples from a wide range of providers.

**Thank you to all the people who contributed their ideas, time and examples of good practice.**

## **Theoretical background (key assumptions about what works)**

This section outlines a selection of the ‘theoretical’ approaches being taken by people across the region. We are not suggesting that these are the only approaches that work but they may prove to be a useful set of ideas for helping you to articulate why you do what you do and to help in reflection on getting the best results for people.

On the whole people are reluctant to talk about theory, or are very self conscious when doing so, to help overcome this reticence we occasionally help people to articulate a set of assumptions about what works and why they might work, with that in mind we have focused more on those assumptions and the actions that might flow from them.

### **Journey model (outcomes and results)**

One way of thinking about helping the people in the PSA 16 customer groups is to conceive of them making a journey from unsustainable or chaotic situations towards sustainable and sustaining futures.

The idea of journey can help us to imagine the types of changes, barriers and challenges a person faces as they develop (or in some case revive) a way of living that helps them to achieve and sustain outcomes.

In mental health services the recovery model is a journey; for ex-offenders the resettlement pathway can be seen as a journey; for young people leaving care the journey is one that takes them from adolescence into young adult life and for people with a learning disability the journey is towards sustainable and enjoyable independence.

The end point of the journey (in terms of PSA 16) can be described by the outcomes set out in the PSA.

### **PSA 16 Increase the proportion of socially excluded adults in settled accommodation and employment, education or training**

If we reword this slightly and focus in on the housing element we can make the housing outcome more tangible and rounded:

- People (in the PSA 16 customer group) are living in a home that makes them feel safe, that they can sustain and enjoy.
- People (in the PSA 16 customer group) are living in a home that allows them to develop relationships and acts as a springboard to developing networks of friends and contacts that sustain them.
- People (in the PSA 16 customer group) are living in a community that helps to make them feel valued and where their contribution is welcomed.

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- People (in the PSA 16 customer groups) are living in homes that non-excluded people see as desirable and contribute to them being seen as valued people in the community.

To help people achieve these outcomes they need to achieve a set of smaller changes (results) that take account of:

- feeling
- knowing
- doing

All of which contribute to people being able to sustain material changes such as having a home they are proud of.

So the kinds of results that might be important are:

- person feels safe when they go outside their front door
- person feels valued by neighbours
- person knows where to get help with repairs
- person knows who to contact if neighbours are a problem
- person talks to people in the neighbourhood
- person pays their rent on time

This idea of a journey with results and outcomes can be very useful in assessing how effective services are; it can be useful in designing services and can help customers to track how they are doing along their journey. Most of all it can help staff to focus on the difference they are trying to make and less on the process or output elements of delivery.

In the section below we set out in more detail the key results that a person might have to achieve on their journey.

### **Key assumptions about what works based on respondents comments**

Underpinning much of the work on PSA 16 are a set of assumptions about what works that are worth considering.

The assumptions set out below have been identified both directly and obliquely by the people who contributed to the good practice exercise; they are also taken from other relevant sources.

They may seem to be very obvious and really not worth commenting on but our experience suggests that articulating these assumptions can often uncover some of the gaps in service design and delivery as well as helping staff involved in direct delivery to understand why they are asked to do the things managers and commissioners expect of them.

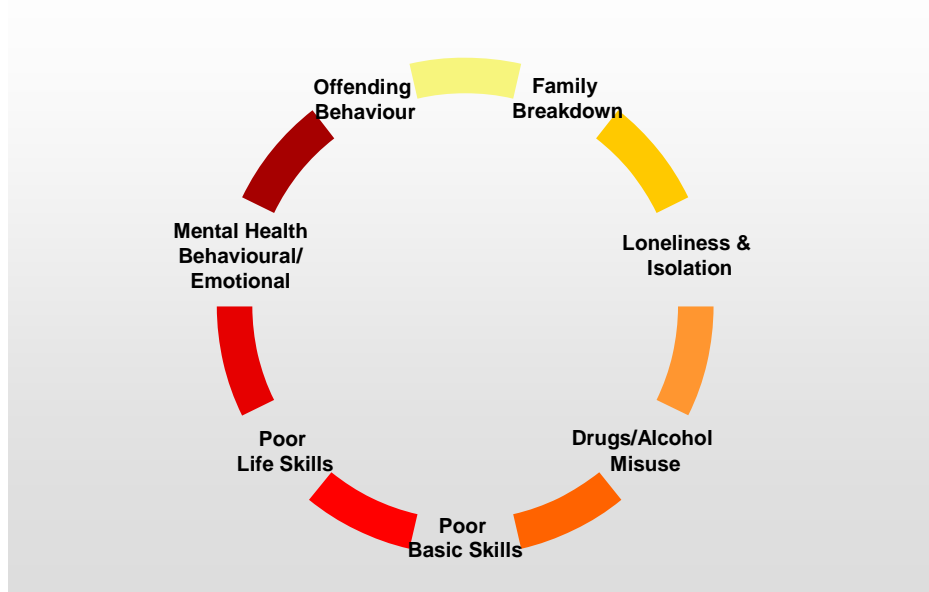
### Key assumptions:

- Enabling and supporting people to make the key changes needed in order to make sustainable lives includes supporting changes in how they feel, how they act and how they think
- Enabling and supporting people to (re)take control of their lives is essential if they are going to achieve sustainable results and outcomes
- Enabling and supporting people to make their own decisions means they can begin to regain or develop their sense of self worth and hope for the future
- Enabling people to make their own mistakes (in as safe a way as possible) and to learn from them means they can begin to develop or regain their boundaries and contribute to making people feel and be safer
- Enabling and supporting people to learn through doing and testing new things out is a very powerful way to help them develop or regain confidence and skills
- Enabling people to have concrete examples of how they have made a positive difference helps to reinforce their confidence
- Enabling and supporting people to make a difference at their own pace is crucial to supporting sustainable change
- Enabling and supporting people by modelling positive social relationships in our dealings with them and each other is essential if people are to develop new skills and confidence
- Enabling and supporting people to engage in positive social networks reduces the risk of further exclusion, increase the range of resources and skills available to a person and helps to smooth out the inevitable ups and downs of becoming more independent
- Enabling and supporting people in deciding about their own lives, their environment and their communities increases the likelihood that they will successfully move into and sustain independence
- Enabling and supporting people to understand their rights and responsibilities helps them to negotiate with the people around them and services which in turn helps them to plan a future
- Enabling and supporting people to access and understand information about services, entitlements helps them to make decisions about their options

- Enabling and supporting people to contribute to the running of services means that services can become more effective and relevant and helps people to see that they can influence the world around them
- Enabling and supporting people to believe they can make a difference in their world is crucial to inclusion and sustaining changes (self efficacy)
- Enabling and supporting people to understand their experience both from an individual perspective (the inside) and from a collective perspective (the outside) and by joining these two perspectives together helps people to develop a critical analysis of the world they live in
- Families and communities have an important part to play in helping people to make changes in the way they feel, act and think. This does not mean telling people what to do but creating the conditions that promote positive change
- Families and communities have an important part to play in helping to create change in the material conditions that people have to deal with during their transition to greater independence
- Services and workers will often have to go to where people using services are rather than expect the customer to come to them
- Services that are seen by others as socially valued can contribute to a persons sense of self worth and promote positive change
- Staff need to understand how what they do helps or hinders change for the people they support
- Services need to be designed in a way that promotes stability which acts as a platform for people to make changes, this means
  - Geographical stability
  - Emotional stability
  - Physical stability

Successfully promoting sustained and positive lives is about more than a roof over someone's head:

## A ROOF IS NOT ENOUGH



There are clearly other assumptions that we could note but these appear to capture the essence of how people are trying to work on the PSA16 agenda.

The assumptions noted above are applicable to all the PSA 16 customer groups, what might differ is the manifestation of the assumptions in the way in which services and staff deliver interventions.

### Some theoretical perspectives and resources worth considering

It is not the intention of this guide to set out details of a wide range of social or psychological theories but to highlight some of the approaches that people in the region feel are useful to them.

As we note earlier most of the people we spoke to (and they are not alone in this) were reticent about ascribing a gloss of theoretical respectability to their efforts to make a difference.

In fact many people said ‘it’s not rocket science’ or variations on that theme. Notwithstanding that avowal of theory we hesitantly suggest that the following ‘theoretical perspectives’ or sets of ideas underpin much of the work people are doing and articulating them might help people when reflecting on the work they are doing on PSA 16 and housing.

***These are just some examples and their inclusion here does not mean that we are endorsing them but merely suggesting them as a start point for discussion etc.***

**Social Role Valorisation;** what used to be called Normalisation this set of ideas has a focus on how organisations and service systems can either

contribute to people's social value (how they are viewed by others) and their relative inclusion or exclusion. It has been used as a start point by some practitioners in learning disability services but has the potential application across all PSA 16 customer groups.

[http://website.lineone.net/~robertweetman/links\\_srv.html](http://website.lineone.net/~robertweetman/links_srv.html) (this link is to a UK site discussing the usage of SRV)

**Pro-social modelling;** is an approach which many providers use elements of without necessarily knowing it. The basic approach is that we can both promote and reward pro-social behaviour directly with service users and model positive or pro-social behaviour with service users and with other staff and that this modelling influences behaviour.

<http://www.cognitivecentre.com/pro-social-modelling/> (this is a link to a site with some useful background on pro-social modelling)

**Social Skills and Problem solving;** is a set of approaches that focus on helping people to develop a set of skills, ways of thinking and acting that promote successful and sustainable problem solving. This approach is often at the heart of skills based courses such as pre-tenancy, in reducing re-offending work etc.

<http://www.crimereduction.homeoffice.gov.uk/workingoffenders/workingoffenders3.htm> (this link is to an example of the use of social skills and problem solving with offenders)

**Turning the curve and Results based accountability,** a pragmatic approach to setting outcome based targets and developing actions across partnerships that can be tracked through results. This set of ideas is partly summed up by one of its proponents in the title of his book 'Trying hard is not good enough'.

[www.raguide.org](http://www.raguide.org) (this link is to a useful site with many tools and guides to results based accountability)

**Valuing People 'Finding a place to live' Housing Information;** this is an approach which is designed to take account of the specific needs of people with learning disabilities and has some material designed for sharing with people with learning disability.

[www.valuingpeople.gov.uk](http://www.valuingpeople.gov.uk) (a link to the valuing people team's web site)

## **What are the key results PSA 16 needs to deliver for people?**

We noted earlier the idea of thinking about the PSA 16 work as reflecting a journey towards sustainable and positive outcomes for people in this section we explore that further.

The outcomes and results noted here have not been formally articulated by any of the people we spoke to in this format but during discussions about what people were trying to achieve the same themes kept emerging. We have used material from other work we have undertaken to help generate a set of results that might prove useful for people designing, running or commissioning services.

There is some overlap with the Supporting People Outcome framework but the material used here as a greater emphasis on describing results in terms of difference for people rather than in output terms.

### **The Outcomes (as described above)**

- People (in the PSA 16 customer group) are living in a home that makes them feel safe, that they can sustain and enjoy.
- People (in the PSA 16 customer group) are living in a home that allows them to develop relationships and acts as a springboard to developing networks of friends and contacts that sustain them.
- People (in the PSA 16 customer group) are living in a community that helps to make them feel valued and where their contribution is welcomed.
- People (in the PSA 16 customer groups) are living in homes that non-excluded people see as desirable and contribute to them being seen as valued people in the community.

(For those that are interested these outcomes can be tracked and monitored using a mixture of hard and soft data.)

To help people achieve these outcomes they need to achieve a set of smaller changes (results) that take account of:

- feeling
- knowing
- doing

All of which contribute to people being able to sustain material changes such as having a home they are proud of.

We have shown the results in the form of a person's journey with services from the point they start moving towards their own accommodation.

This could mean a person starting work on results whilst they are in prison as part of pre-release work. It might mean a person with learning disability developing some of the skills as part of their pre-move on work.

It is relevant to a young person leaving care in a planned way or a person experiencing mental health distress moving out of hospital back into the community.

The time frame set out at the top of the journey is an optimum time not a set of deadlines. So for example there is overlap between the stages on the journey which reflect the very different speeds that people move at.

There is some evidence to suggest that if some results are not achieved relatively quickly some groups of customers are at a higher risk of dropping out of services. e.g. if people do not develop social networks within the first 12 months they are at risk of becoming very isolated which in turn puts their independence at risk.

The timing can be used as a check on progress and can indicate that more intensive resources need to be used to help a person make key changes.

**Not all the results will be applicable to all customers in a group nor equally relevant to all groups of customers. However the results can be used as a start point for reflecting on the wider needs of all the PSA 16 groups.**

**Customer Journey Timeline**

Start of journey	3 to 4 months	3 - 18 months	9 to 24 months
ENGAGES WITH SERVICES	BEGINS TO MAKE CHANGES	HAS MADE CHANGES	SUSTAINS THE CHANGES
Person contributes to assessment and support plan	Person understands how their behaviour affects others and themselves	Person feels more confident , empowered, trusting	Person has personalised their living space
Person discusses their hopes, fears and immediate concerns	Person has developed a positive routine	Person feels good about themselves and their potential future	Person pays rent and has sustainable budget
Person acknowledges their current challenges and issues	Person is actively involved in positive activity in the day time	Person has achieved key personal aims from their support plan	Person is either debt free or has manageable plan
Person feels there is hope and that things can be different for them	Person contributes ideas, thoughts and reflects on change during key working sessions	Person gets feedback and recognition from others of the changes they have made	Person has income that means they can maintain a balanced budget and have some fun
Person feels safe in the place they are living	Person identifies and can analyse the key issues they need to address and barriers to change	Person takes on more responsibility and has people who rely on them	Person has no ongoing substance misuse issues
Person has one safe person who looks out for their needs	Person has tangible examples of the changes they have started to make	Person feels more in control of their life	Person has good social network not based wholly on their service contacts
Person knows what they need to do to progress to the next stage of their journey	Person meets support plan targets/aims	Person feels part of a positive network of support (services and friends)	Person feels secure and safe
Person knows what is happening to them up to 3 weeks in advance	Person feels that the changes they are making are positive	Person believes they are a worth while person	Person is positive and has good mental and physical health

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Person understands what services can offer them	Person has aspirations for the medium and long term future	Person knows where to go to ask for help	Person is either in training or work
Person knows what is expected of them by services and other people using service	Person has good levels of self esteem	Person has the skills to positively problem solve and has examples of this working in their favour	Person has relapse prevention plan they have signed up to
Person understands what their medium term options are	Person is able to get on with /be around other people	Person has access to their own space 24 hours a day	Person has concrete examples of their own success
Person feels they have been accepted and are valued by service workers	Person has made first steps to reconnect with family where this is safe	Person has their own front door	Person has dealt with set back or crisis successfully
Person is put in contact with other support agencies e.g. health	Person has followed up referrals to other services and can see gain from using them	Person is free of drugs or alcohol related problems	Person has not had to use acute services
Person has made improvements in their immediate health status	Person feels motivated to change	Person is feeling fit and healthy	Person feels they can cope with future crisis
Person does not engage in anti-social or criminal behaviour	Person has improved health status	Person is developing and using work skills	Person knows where they can go for help
Person has experienced at least one quick win	Person feels they are starting to take control of their life	Person is actively engaged in activity during work times	Person is not at risk of being involved in criminal or anti-social behaviour
Person feels that their existing skills are recognised and built on	Person can use positive strategies for handling anger and frustration and is using them	Person not engaged in any anti-social or criminal behaviour	Person feels that they belong in their community

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Person accepts their responsibility to other service users and service workers

Person feels they have some control over what is happening to and for them

Person has positive strategies to manage their fears and anxieties

Person feels that at least one service worker can be trusted

Person starts to improve their problem solving skills

Person is not engaged in anti-social or criminal behaviour

Person is not in rent arrears

Person has concrete examples of success

Person has example of how they have contributed to the lives of others

Person is paying all bills on time

Person has enough income to enable them to take part in fun activities

Person knows they can change their world

Person has contact with family that sustains them

Person can evaluate new situations and come up with new strategies for dealing with them

## Good practice examples

The following are some of the examples of good practice (see earlier definition of good practice) that people from a wide range of organisations and disciplines have shared with us during this exercise.

We would like to thank people for taking time to contribute their examples and background information.

If you submitted information but we have not used it then we apologise, but we received a number of examples of very similar good practice in some key areas so we have edited down the number of examples, if this has happened to you please do not treat this as personal or professional slight.

We have decided to keep the write up of each example brief, our aim is to wet your appetite and encourage you to make contact with the people involved in the good practice.

We have attempted to order the examples so that they reflect the stages we have noted in the results section although some examples cross all stages and we have placed them where we think they make most sense.

NOTE: the examples are designed to give you enough information to establish if it is worth finding out more by contacting the person or people noted at the end of each example.

Client Group	Offenders
Main focus of practice	‘waiting with support’ To ensure that offenders can make a successful transition from prison to settled accommodation.
Main features of practice	Where offenders who have been released have been offered accommodation by Stonham Housing but are waiting for a suitable property to become available pre-tenancy support is offered to ensure that the customer gets access to immediate temporary accommodation and floating support.  Offenders are met on day of release and helped with making appropriate applications for temporary accommodation, benefits etc.
What difference or outcomes are being achieved	Offenders have a greater chance of making the transition to sustainable accommodation even where they have to wait for their tenancy.
Evidence of the difference being made	Early evidence suggests fewer customers dropping out of support prior to taking up tenancy.
Learning and helpful hints	Making sure that offenders are met on day of release and actively signposted /escorted to other services is key.  Offering floating support and drop-in support prior to the customer becoming a tenant is a good investment of time.  Providing the customer with things like a diary for keeping appointments etc are important in helping the person to manage the outside world.
Who is delivering the services	Stonham Housing Association
Is the practice applicable to other client groups	Yes applicable
Local Authority area	Chesterfield / Derbyshire
Contact details of person willing to talk about the work	Helen Crowther Email: helen.crowther@homegroup.org.uk

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Client Group	Vulnerable Adults and Offenders Young People
Main focus of practice	‘Move on Move in’ ‘New opportunities, New Skills’  Pre-tenancy training and skills development to help build confidence and develop the key skills needed to hang on to a tenancy
Main features of practice	Course designed to help tenants and prospective tenants develop the skills they need to sustain their tenancies. Includes very practical things like how to change a plug through to budgeting and how to get the best of services in the area.
What difference or outcomes are being achieved	Reducing the numbers of people who move in then lose tenancies as a result of arrears, not meeting tenancy conditions etc.
Evidence of the difference being made	Early evidence of a reduction. The programme is linked to the Enhanced Housing Options and will be evaluated as part of that programme.
Learning and helpful hints	Tenants and prospective tenants often don’t have some of the very basic skills or the confidence to find out how to do new things.
Who is delivering the services	Kettering Borough Council
Key partnerships	Probation Northamptonshire YMCA, Accommodation Concern, Northamptonshire Fire Service, British Redcross
Is the practice applicable to other client groups	Yes applicable to all PSA groups
Local Authority area	Kettering
Contact details of person willing to talk about the work	Charlotte Smith Email: CharlotteSmith@kettering.gov.uk

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Client Group	Offenders
Main focus of practice	Enhanced Housing Options Life plans and in reach to prison
Main features of practice	Working with prisoners pre-release to develop a housing and life plan that helps with the transition to sustainable accommodation.
What difference or outcomes are being achieved	Reducing the numbers of offenders who leave prison with no plan or settled accommodation
Evidence of the difference being made	Too early to tell but will be evaluated through EHO programme.
Learning and helpful hints	Other agencies including Probation are very willing to get involved and the in reach housing options worker will carry out tasks for other agencies such as confirmation of key documentation etc.
Who is delivering the services	Kettering Borough Council
Key partnerships	Probation
Is the practice applicable to other client groups	Yes could be applicable to people leaving hospital
Local Authority area	Kettering
Contact details of person willing to talk about the work	Charlotte Smith Email: CharlotteSmith@kettering.gov.uk

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Client Group	Care Leavers
Main focus of practice	Protocol and agreement on supporting Care Leavers in the transition to their own settled accommodation
Main features of practice	<p>Protocol and agreement between Children and Young People's Services and Supporting People Providers. Supporting People Team worked with Children's Services and SP providers to develop a protocol and agreement to help increase access and improve access to services for care leavers.</p> <p>In particular focusing on creating good sharing of information, enhancing the priority given to care leavers and linking support through transition from one service to another.</p>
What difference or outcomes are being achieved	Improved sustainability of accommodation for care leavers
Evidence of the difference being made	No formal evaluation to date but protocol about to be reviewed
Learning and helpful hints	<p>It is possible to broker agreements between different services.</p> <p>Willing to share protocol with others.</p>
Who is delivering the services	Nottinghamshire County Council SP Team
Key partnerships	Children and Young People's Service and SP providers
Is the practice applicable to other client groups	Yes similar agreements could be brokered by SP Teams for all the PSA groups
Local Authority area	Nottinghamshire
Contact details of person willing to talk about the work	<p>Judi Juno</p> <p>Email: judi.juno@nottsc.gov.uk</p>

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Client Group	Care Leavers
Main focus of practice	Planning a smooth transition into settled independent accommodation
Main features of practice	Simple protocol setting out arrangements for data sharing, making referrals etc.  Regular meetings with care provider (Barnardos) to discuss young people's individual needs well in advance of their move from care settings.
What difference or outcomes are being achieved	Reducing the numbers of occasions when accommodation needs to be organised in a crisis or rushed fashion.  Increasing accommodation options for young people.  Reducing loss of tenancy once the young person has moved.
Evidence of the difference being made	Evidence not formally collected but gathered as feedback from the meetings with care provider.
Learning and helpful hints	The very minimal and simple protocol works well.  Key to the success has been the relationships and trust built up between workers.  Early notification and early planning make a difference.
Who is delivering the services	Erewash Borough Council Home Options Team
Key partnerships	Care Provider (Barnardos)
Is the practice applicable to other client groups	Yes applicable to other groups
Local Authority area	Erewash/Derbyshire
Contact details of person willing to talk about the work	Sara Dinsdale Email: Sara.Dinsdale@erewash.gov.uk

Client Group	Ex-offenders
Main focus of practice	To promote planned release into settled accommodation. To prevent homelessness
Main features of practice	Home Options worker has a regular time (fortnightly) for a 'clinic' type session at the local Probation Office. At this session the HO worker can see probation clients directly or provide advice and support to probation officers. Through contact with probation officers it is possible for the HO to have an impact on offenders whilst they are still in prison and contribute to move on plans Reduce the number of offenders who come out of prison with no settled accommodation. Reduce homelessness. Improve probations staffs' knowledge of housing issues and encourage them to plan early.
What difference or outcomes are being achieved	Plans for accommodation being made earlier, including whilst an offender is still in prison. Too early to tell what impact on medium to long term sustainable accommodation.
Evidence of the difference being made	See above
Learning and helpful hints	Probation pro-actively manage the clinic appointment slots so that the HO worker has people to see or issues to work on. The HO worker going to the probation office appears to increase up take of appointments and referrals. It has helped probation officers to understand who does what in the housing networks locally.

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Who is delivering the services	Erewash Borough Council Home Options team
Key partnerships	Probation
Is the practice applicable to other client groups	Yes could work for other groups such as people with mental health distress if you use a suitable service outlet.
Contact details of person willing to talk about the work	Sara Dinsdale Email: Sara.Dinsdale@erewash.gov.uk

Client Group	Offenders
Main focus of practice	Ensuring that offenders have a housing action plan linked to their release plan so that offenders are able to move into suitable and sustainable accommodation quickly or at the point of release.
Main features of practice	<p>Prison staff identify those prisoners who are due for release in the next 6 to 8 weeks and are due to return to one of four local authority areas and notify a nominated officer working on behalf of the four authorities.</p> <p>An assessment is carried out by a support provider on behalf of the authorities and links made to the relevant home options service.</p> <p>The assessment and plan include housing, support and related issues all of which are focused on helping the customer to make a positive transition out of prison.</p> <p>Suitable links can be made to rent deposit schemes etc so that the range of accommodation on offer is increased.</p> <p>The support worker acts as a link person for the customer and helps them to make the right housing applications etc.</p>
What difference or outcomes are being achieved	The project is at an early stage but there is already some evidence that prisoners are being helped to access housing and support at the point of release, the assumption being that this will help customers to sustain accommodation.
Evidence of the difference being made	Early contextual evidence very positive.
Learning and helpful hints	<p>It is crucial to get a solid agreement with the Prison management re access.</p> <p>Limiting the number of people the customer has to deal with is very positive.</p>
Who is delivering the services	Framework Housing Association (on behalf of LA noted below)
Key partnerships	<p>Gedling BC</p> <p>Rushcliffe BC</p> <p>Broxtowe BC</p> <p>Nottingham City Council</p> <p>Shelter</p>

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Is the practice applicable to other client groups	Yes this is applicable to other customer groups
Local Authority area	Gedling BC Rushcliffe BC Broxtowe BC Nottingham City Council
Contact details of person willing to talk about the work	Ken Cartwright (shelter) Email: ken.cartwright@shelter.org.uk

Client Group	Offenders
Main focus of practice	To ensure that prisoners on release have access to sustainable accommodation, benefits etc as part of a coordinated package of support.
Main features of practice	<p>There is a dedicated team of housing and benefits specialists in the Probation team that provide direct support and advice to customers and act as specialist support to Probation Officers with less complex cases.</p> <p>The specialist team (which is still in its pilot phase) includes a housing person and a money and debt advice person.</p> <p>This links to 2 prison link workers who act as the bridge between prison and community for the returning offender.</p> <p>Key to the approach is early identification of housing and support needs with the offender as part of the prison term. Ensuring that at the earliest point possible resettlement plans are being developed and linked to the initial probation assessment.</p> <p>The focus of the work is to encourage a ‘prevention’ approach to work with offenders and to see housing and finances as key to successful resettlement.</p>
What difference or outcomes are being achieved	Offenders are accessing sustainable accommodation more effectively, money and debt issues are being resolved forming the platform for the person to sustain their accommodation.
Evidence of the difference being made	Early evidence suggests improved transition outcomes. Follow up with customers is built into internal evaluation.
Learning and helpful hints	<p>Probation staff need access to specialist advice and information to help them make the most of housing options for customers.</p> <p>Links with prison staff and management need to be robust.</p> <p>The project is now developing robust links to ETE and Job Centre Plus to promote work and housing sustainability.</p>
Who is delivering the services	Nottinghamshire Probation Service and local advice agencies
Key partnerships	Prisons CAB

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Is the practice applicable to other client groups	Yes it is applicable to other groups
Local Authority area	Nottingham City Council
Contact details of person willing to talk about the work	Hardyal Dhindsa Email: <a href="mailto:hardyal.dhindsa@nottinghamshire.probation.gsi.gov.uk">hardyal.dhindsa@nottinghamshire.probation.gsi.gov.uk</a>

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Client Group	Offenders
Main focus of practice	Effective pre-release planning with offenders to help maximise the opportunity for sustainable move on from prison
Main features of practice	<p>Pre-release planning done by Gateway Officers (Housing Solutions Team) including housing needs assessment, support assessment.</p> <p>Single format for assessment and housing.</p> <p>Housing Options worker from Solutions Team based with Probation with access to council data on Local Housing Allowance and other housing data</p>
What difference or outcomes are being achieved	Customers getting effective assessment of need and good linkage of housing and support
Evidence of the difference being made	Contextual evidence of improved housing outcomes
Learning and helpful hints	Having council staff based in Probation means that they can access data on housing and related benefit issues quickly and feed into the work of Probation staff
Who is delivering the services	Northampton Borough Council
Key partnerships	Stonham HA Northamptonshire Probation
Is the practice applicable to other client groups	Yes it is applicable
Local Authority area	Northampton
Contact details of person willing to talk about the work	Ian Swift Email: <a href="mailto:iswift@northampton.gov.uk">iswift@northampton.gov.uk</a>

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Client Group	Offenders
Main focus of practice	Improved coordination and access to specialist accommodation and other accommodation for offenders at risk
Main features of practice	<p>Dedicated Home Options worker linked directly to offender work, in particular high risk offenders.</p> <p>Single access point for housing applications to a range of housing providers and tenures.</p> <p>Coordination of housing application with support and probation input</p>
What difference or outcomes are being achieved	<p>Offenders and those supporting them are able to make a single application of housing which is then managed on their behalf.</p> <p>Reducing risk of re-offending.</p> <p>High risk customers are getting access to sustainable housing options.</p>
Evidence of the difference being made	Early evidence suggests good outcomes in sustaining accommodation.
Learning and helpful hints	<p>The direct link to Home Options Team is essential in helping to manage a potentially complex set of relationships.</p> <p>Simplifying housing application process and opening up options from a single application increases options for offenders.</p>
Who is delivering the services	Leicester City Council Leicestershire Probation
Key partnerships	Housing Providers
Is the practice applicable to other client groups	Yes it is applicable to other groups
Local Authority area	Leicester
Contact details of person willing to talk about the work	Neil Mattson Email: neil.mattson@leicestershire.probation.gsi.gov.uk

Client Group	People with a learning difficulty
Main focus of practice	Provision of self contained supported accommodation in socially valued setting
Main features of practice	<p>Development on a mixed estate using some of the section 106 properties. Using 6 out of 12 flats in a block, for people with learning difficulties.</p> <p>Developed discrete access point in the block and extra security facilities to help reduce risk of exploitation, etc.</p> <p>Developing single support contract, using a ‘keyring’ model via SP</p> <p>To develop and let high quality self contained accommodation for people with a learning difficulty in an environment which maximised their independence and minimised risks.</p>
What difference or outcomes are being achieved	People only moved in new year 2009 too early to tell, although already getting positive feedback in informal ways.
Evidence of the difference being made	Too early to tell
Learning and helpful hints	<p>Partnership with RSLs was positive (RSL partners changed during process, reasons unrelated to the scheme) 2<sup>nd</sup> RSL involved very positive.</p> <p>Need to come up with way of allowing voids to be managed at the same time as allowing people time to make a sustained and positive move.</p> <p>Links to social care and SP team are very important.</p> <p>Did not do a community consultation, worked on the principle that the tenants with learning disability had the same rights to move into the new estate as anyone else.</p>

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<p>Barriers to making a difference (and how these were overcome)</p>	<p>Challenges in pulling together the social care package in a timely fashion.</p> <p>Work now underway to develop a coherent SP contract took some time due to staff changes.</p> <p>Possible barrier unless we are able to manage voids with RSL in a flexible way.</p>
<p>Who is delivering the services</p>	<p>Social Care providers Supporting People providers RSL</p>
<p>Key partnerships</p>	<p>Erewash Borough Council (Developing and enabling) Social Care Supporting People (Derbyshire) RSL Housing Options Team Carers People with a Learning Difficulty</p>
<p>Is the practice applicable to other client groups</p>	<p>Potentially applicable to some groups of people with mental health distress</p>
<p>Contact details of person willing to talk about the work</p>	<p>Tessa Paul Email: <a href="mailto:tessa.paul@erewash.gov.uk">tessa.paul@erewash.gov.uk</a></p>

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Client Group	Offenders
Main focus of practice	Safeguarding customers Providing support to tenants and those waiting to become tenants when they come into contact with the Police.
Main features of practice	Protocol with local Police so that support workers can act as an 'appropriate adult' for tenants or those waiting for a tenancy and receiving support.  Link workers provide support and help the customer to make sense of the custody or interview process.  Custody Sergeants know to contact Stonham if one of their customers is brought into the Police Station.
What difference or outcomes are being achieved	Customers who might be vulnerable during the custody period or during interviews get support.
Evidence of the difference being made	No formal evidence but service has recently been extended from tenants to those 'waiting with support'.
Learning and helpful hints	The Police are willing to work with support agencies to ensure that vulnerable customers are treated effectively.
Who is delivering the services	Stonham Housing Association
Key partnerships	Police
Is the practice applicable to other client groups	Yes could be highly effective for all PSA 16 groups
Local Authority area	Derbyshire
Contact details of person willing to talk about the work	Helen Crowther Email: <a href="mailto:helen.crowther@homegroup.org.uk">helen.crowther@homegroup.org.uk</a>

Client Group	Offenders
Main focus of practice	Assisting offenders to make the transition into accommodation and to sustain that accommodation in the medium term.
Main features of practice	<p>Work with Local Authority and other stakeholders through MAPPA</p> <p>Simple and quick referral for joint assessment for support needs</p> <p>Key workers are locality based enabling them to build up local networks and knowledge</p> <p>Support plans are developed based on a mixture of practical issues raised by the customer and focused on support needs</p> <p>Customer encouraged to take a lead on their own actions with a focus on actively supporting people to get to other agencies for support (Signposting plus)</p> <p>During intense periods of support visits can be at least weekly</p>
What difference or outcomes are being achieved	Helping people to sustain their tenancies
Evidence of the difference being made	Contextual evidence of success
Learning and helpful hints	Locality based workers can develop effective networks with other local service providers
Who is delivering the services	Shelter Housing Aid Research Project
Key partnerships	Housing Providers Supporting People Probation
Is the practice applicable to other client groups	Yes it is applicable to other groups
Local Authority area	Leicestershire
Contact details of person willing to talk about the work	Julie Bews Email: <a href="mailto:julie.bews@leicestershire.probation.gsi.gov.uk">julie.bews@leicestershire.probation.gsi.gov.uk</a>

Client Group	Offenders (High Risk)
Main focus of practice	<p>To promote positive and timely move on from approved premises for high risk offenders</p> <p>To promote positive transition to accommodation for high risk offenders not going through approved premises</p>
Main features of practice	<p>Protocol and supporting processes with Northampton Borough Council to promote effective move on.</p> <p>Assessment of needs and strengths of offender. Building package of support. Risk assessment to promote shared risk management, which includes info on suitable geographical areas, etc but not the specific offences carried out by the offender</p> <p>Referral to housing authority.</p> <p>Northampton Borough Council (NBC) have committed to finding suitable property within 4 weeks of a referral from Probation.</p> <p>NBC bid in the CBL process on behalf of the offender and submit the property allocated via CBL for approval by the Police, Probation and the offender.</p> <p>If property not deemed to be suitable on reasonable grounds by any of above new bidding process begins again.</p> <p>Move on date agreed</p> <p>Active management of allocation to avoid over concentration of offenders</p>
What difference or outcomes are being achieved	<p>Offenders being helped to move out of Approved Premises in a timely fashion and sustain positive changes</p> <p>Creating management risk environment which reduces potential for reoffending</p>
Evidence of the difference being made	<p>15 move on in the last 6 months in NBC area</p> <p>1 move on in Kettering</p> <p>Early evidence of high sustainability</p>
Learning and helpful hints	<p>Non-probation professionals need reassurance that probation staff will enforce terms of licences etc</p> <p>Awareness raising with professionals about risk and risk</p>

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	management of offenders is helpful in promoting positive relationships
Who is delivering the services	Northamptonshire Probation Service Northampton Borough Council Kettering Borough Council (new partner)
Key partnerships	Strong links to the MAPPA process Local Authorities Police
Is the practice applicable to other client groups	Yes may be applicable to people at high risk due to acute mental health distress
Local Authority area	Northampton Kettering and spreading throughout Northamptonshire
Contact details of person willing to talk about the work	Anne Eason Email: <a href="mailto:Anne.Eason@northamptonshire.probation.gsi.gov.uk">Anne.Eason@northamptonshire.probation.gsi.gov.uk</a>

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Client Group	Single Young Homeless 16-25
Main focus of practice	To support our clients for up to two years developing skills and experience required to lead to a successfully independent life.
Main features of practice	<p>Through a personally tailored support plan for each client, we develop life skills such as budgeting including information regarding benefits and welfare rights, managing debt, employment, education and training, cultural and faith needs, social and leisure interests, family and social contact, physical health and mobility, emotional wellbeing and mental health, substance misuse, personal safety and self harm, maintaining their accommodation, community involvement and moving on.</p> <p>We aim for each client to reach their maximum ability for independence, and will work with or refer to any agency, organisation or individual that can add additional assistance to our client, ensuring the best quality service is provided.</p>
What difference or outcomes are being achieved	<p>Residents moving into independent living, having learnt the skills required, working through emotional issues and living more fulfilling lives.</p> <p>Residents going to college to undertake training to help gain employment.</p>
Evidence of the difference being made	We measure our outcomes through qualitative and quantitative systems. We provide data to the CLG, SP and CORE on a quarterly basis for both our directly managed and agency managed schemes, have support plan meetings at least once a month and regular resident meetings, clients have access to a range of consultation methods including governance roles, and are continually looking for methods of improvement.
Learning and helpful hints	Networking with local communities and partnerships and having a good knowledge of agencies and wider resources to be able to provide an excellent service to our young people.
Who is delivering the services	East Midlands Housing
Key partnerships	Supporting People, North West Leicestershire District Council, Leicestershire County Council, Durban House Support Group, Connexions, Police, Social Services,

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	Community Mental Health Team, Youth Service, Probation Service, Rethink, Voluntary Action Leicester, Marlene Reid Centre, Prince's Trust, Our Residents.
Is the practice applicable to other client groups	Anyone who is single, homeless and age 16-25 with low to medium support needs, there is ground floor facilities for disabled access but it is not wheel chair friendly.
Contact details of person willing to talk about the work	Supported Housing Team, Jubilee House, Coalville LE67 4NA 01530 276000

Client Group	People Experiencing Mental Health Distress
Main focus of practice	<p>Ensuring that people are able to secure and sustain accommodation that enhances or improves their mental health.</p> <p>Encouraging clinical practitioners to take account of a person's housing needs both in terms of future sustainability and in terms of current mental health status.</p>
Main features of practice	<p>This approach includes a number of elements:</p> <p>Clearing house approach to housing applications and housing options, so that people using the process need to make one application rather than multiple applications.</p> <p>Close working with landlords to develop shared approach to allocations.</p> <p>Close work with landlords to ensure that they have confidence in the support services' ability to work with potential tenants.</p> <p>Work with clinicians to enable them to assess the impact of current and future housing on a person's well being.</p> <p>Encouraging early planning for housing move on from in patients etc.</p> <p>Close links to SP commissioners and providers to enable a coherent package of support to be developed for individuals.</p> <p>Work in hospital when a person is admitted to ensure that they do not lose tenancies and or plan for move on.</p> <p>Joint training sessions with housing and health staff to identify key issues for future development.</p>
What difference or outcomes are being achieved	<p>People are now sustaining accommodation, often for the first time in their adult lives; e.g. one client who had been able to sustain a tenancy for 4 years (previously moved every 6 months)</p> <p>People have planned moves on exit from hospital.</p>

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	People are moving to new accommodation to enhance their well being
Evidence of the difference being made	Formal evidence beginning to be collated
Learning and helpful hints	<p>Non-housing professionals may not always understand the impact housing can have on a person's mental health and life chances</p> <p>Close working with RSL and other landlords to promote confidence</p> <p>Robust arrangements re tenancy support so that tenancies are well managed</p> <p>Shared approach to risk management</p> <p>Single application process is very positive for clients</p> <p>Clinicians still need reminding that where a person lives makes a difference to their mental health</p> <p>Invest in long term relationships with partners and share problems and risks</p>
Who is delivering the services	Lincolnshire Mental Health Foundation Trust
Key partnerships	<p>Supporting People</p> <p>District Councils</p> <p>Adult Social Care</p> <p>Housing Providers</p> <p>Health Providers</p>
Is the practice applicable to other client groups	Yes the coordinated approach is applicable to all PSA groups
Local Authority area	Lincolnshire
Contact details of person willing to talk about the work	<p>Trevor Young</p> <p>Email: Trevor.Young@LPFT.nhs.uk</p>

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Client Group	Vulnerable adults in PSA 16 groups
Main focus of practice	Range of financial inclusion and support options to help new and existing tenants get established in their new homes
Main features of practice	<p>As part of a wider range of support services the housing provider has brought together a package of advice and practical help focused on financial inclusion and on helping new tenants with minimal resources to get their new home established and feeling like a welcoming place.</p> <p>Developed a coordinated approach which includes:</p> <ul style="list-style-type: none"> <li>Assessment with the new tenant to maximise grants and income e.g. affordable warmth products</li> <li>Help with white goods and furniture packs</li> <li>Budgeting support</li> <li>Linking tenants to credit union to encourage money management.</li> <li>Linking to local banks to help tenants set up appropriate bank accounts.</li> </ul>
What difference or outcomes are being achieved	Encourages tenants to develop sustainable approaches to money management and helps in making tenants feel settled in accommodation that they value.
Evidence of the difference being made	Evidence of increased take up of grants and high levels of customer satisfaction - The support service coordinator monitors the service 6 monthly and records positive outcomes from the residents.
Learning and helpful hints	<p>Bringing the package together helps tenants to get a rounded service and focusing on what may seem like small practical things makes tenants feel valued.</p> <p>Currently seeking funding for a financial inclusion advisor</p>
Who is delivering the services	Derwent Living
Key partnerships	Local advice services, YMCA
Is the practice applicable to other client groups	Yes applicable to all PSA groups

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Local Authority area	Derbyshire and surrounding areas
Contact details of person willing to talk about the work	Jane Dredge Email: <a href="mailto:janed@derwentliving.com">janed@derwentliving.com</a>

Client Group	People Experiencing Mental Health Distress
Main focus of practice	<p>To enable people with long term mental health distress, including those moving from hospital, to move into and sustain high quality accommodation in communities they feel safe in.</p> <p>Using a core and cluster model as its start point.</p> <p>There are two examples of this being delivered by Framework.</p>
Main features of practice	<p>Access to a range of good quality accommodation including in the private sector.</p> <p>Encouraging and supporting lettings agents and private sector landlords to accept tenants with a history of mental health distress through negotiation, high quality support to customers and through open agreements about levels of support.</p> <p>Consistent but flexible tenancy support and the option for customers to access drop in facilities at a core resource centre.</p> <p>Customer focused approaches to support and engagement.</p> <p>Ensuring that properties used by customers are of a high standard and contribute positively to how people see them in the community.</p>
What difference or outcomes are being achieved	Customers are able to sustain accommodation (a home) and are engaged in meaningful networks in their community.
Evidence of the difference being made	Evidence from the low turnover and low numbers of unplanned moves of tenancies suggest customers are sustaining their homes very effectively.
Learning and helpful hints	<p>Private landlords can be convinced to take vulnerable customers as tenants if they feel the support is available</p> <p>Customers welcome the variety of accommodation on offer.</p> <p>The ability to have flexible levels of support that can respond, going up or down, helps people to feel safer and maintain their homes.</p> <p>It is worth noting a parallel development of a high</p>

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	risk rent deposit and guarantee scheme being used in Nottingham for very vulnerable adults.
Who is delivering the services	Framework Housing Association (on behalf of local health commissioners)
Key partnerships	Local lettings agents Landlords SP PCT Mental Health Trust
Is the practice applicable to other client groups	Yes it is applicable
Local Authority area	Nottinghamshire
Contact details of person willing to talk about the work	Michael Leng Email: michael.leng@frameworkha.org

Client Group	People Experiencing Mental Health Distress
Main focus of practice	<p>Helping people to sustain their home through floating support.</p> <p>Building quick access to floating support and enabling health professionals to trigger support at times of crisis.</p>
Main features of practice	<p>There are two different projects which are noted here.</p> <p>Household and the Crisis Resolution Teams (pilot)</p> <p>Key to both approaches is developing close links between health care professionals and support provider so that housing and tenancy support are high on the agenda of staff managing clinical interventions.</p> <p>For the customer it is well constructed floating support which can respond quickly to their changing needs.</p> <p>Household: 7 Household Teams taking referrals for support from mental health workers, PCT and from Hospital. Ensuring that mental health professionals take account of housing and support needs in planning and supporting people.</p> <p>Crisis Resolution Teams: support workers linked directly to crisis teams and able to offer quick access to floating support to help customers in a crisis to remain at home or make a very quick return home.</p>
What difference or outcomes are being achieved	<p>Customers who might otherwise have had multiple tenancies and a more chaotic lifestyle are able to sustain a home even during a crisis episode.</p> <p>Customers have somewhere safe to live.</p>
Evidence of the difference being made	Evidence from reduction in turnover and unplanned moves.
Learning and helpful hints	<p>Mental Health professionals need to be reminded (occasionally) that housing is an important element of a person's recovery.</p> <p>Support needs to be flexible enough to respond to small triggers and promote prevention.</p>

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Who is delivering the services	Framework Housing Association
Key partnerships	PCT Mental Health Trust SP Housing Providers Adult Social Care
Is the practice applicable to other client groups	Yes it is applicable
Local Authority area	Project covers most of Nottinghamshire
Contact details of person willing to talk about the work	Michael Leng Email: michael.leng@frameworkha.org

## **Self assessment tool/matrix**

The matrix that is shown below is based on the feedback we received from people involved in delivering services in the region. We have added to this from examples of good practice from other sources to create a brief tool that can be used as a self assessment or simple diagnostic tool.

PSA 16 and HOUSING (some of the characteristics that contribute to excellent quality delivery of services to people in the PSA 16 customer groups services based on evidence of best practice etc )		
Area of service or delivery	Characteristics of an excellent service	Characteristics of a fair service
Access to services	<p>Makes it easy for other agencies to refer customers</p> <p>Makes it clear to other agencies what services they offer and to whom</p> <p>The first contact with potential customers is designed to make the customer feel they are valued</p> <p>Makes it easy for customers to contact staff through a range of methods; email, telephone, text etc</p> <p>Makes it clear to potential customers what the service does and does not offer</p> <p>Goes to where potential customers are rather than waiting for them to come to the service e.g. in reach to prison</p> <p>Does not exclude customers from services as a default response, rather looks for ways to include customers</p>	<p>Has barriers to other agencies making referrals e.g. complicated processes</p> <p>Does not set out clearly what the service does and for whom</p> <p>First contact is designed around service needs not customer needs</p> <p>Offers a reasonable range of ways for people to contact but is inconsistent in how it responds to various methods</p> <p>Is unclear with potential customers about what they offer, material is unclear, out of date</p> <p>Relies on referrals from other agencies or from traditional service outlets e.g. sets appointments for meetings at big offices</p> <p>Default position is that customers have to prove they are safe</p>

PSA 16 and HOUSING (some of the characteristics that contribute to excellent quality delivery of services to people in the PSA 16 customer groups services based on evidence of best practice etc )		
Area of service or delivery	Characteristics of an excellent service	Characteristics of a fair service
Customer focus	<p>Understands the key characteristics of the customer</p> <p>Services and interventions are explicitly designed to take account of key characteristics of customers</p> <p>Understands the aspirations of the customers</p> <p>Work processes, opening times etc are designed around the customers needs</p> <p>Is flexible enough to respond to variation in customer need</p> <p>Does not blame the customer if the service on offer does not meet their needs</p> <p>Practices assertive connection/outreach</p> <p>Promotes key working with customers and staff</p> <p>Explains clearly what customers can expect from the service</p>	<p>Is not clear about what the customers are like or understands their experiences</p> <p>Services and interventions are not designed around customers but around staff or old models of working</p> <p>Does not fully understand the aspirations of customers, or limits those aspirations needlessly</p> <p>Work processes opening times etc are designed around out puts and through put</p> <p>Has a limit range of responses to customers, does not encourage staff to be flexible in their responses</p> <p>Blames the customer when services do not work for them</p> <p>Relies on customers to follow up on sign posting, always make their own way to appointments etc</p> <p>Key working is inconsistent and the role is not fully valued</p> <p>Is unclear about what customers can expect</p>

PSA 16 and HOUSING (some of the characteristics that contribute to excellent quality delivery of services to people in the PSA 16 customer groups services based on evidence of best practice etc )		
Area of service or delivery	Characteristics of an excellent service	Characteristics of a fair service
	Explains clearly what is expected of customers and staff and makes it possible for all to meet their responsibilities	Has unclear material or does not seek to explain what is expected of customers and staff, does not design services in a way that makes it easier for people to live up to responsibilities
Diversity	<p>Has a clear understanding of the communities they serve and how PSA 16 customer groups are reflected in each community</p> <p>Is able to provide or access culturally appropriate services, activities for and with customers</p>	<p>Has patchy or uncertain knowledge about the interaction between PSA 16 group and the different groups they serve in the community</p> <p>Does not provide consistent access to culturally appropriate services, activities etc</p>
Service user involvement	<p>Actively seeks out the views of customers and acts on the intelligence they collect</p> <p>Test out a variety of ways of collecting and representing views of customers</p> <p>Feeds back to customers on what they are doing with the intelligence, ideas etc they collect</p> <p>Includes customers in the regular review of services and outcomes</p> <p>Includes customers in quality checking, audit etc</p>	<p>Consults but only sporadically with customers in traditional ways e.g. suggestion boxes, focus groups</p> <p>Relies on traditional methods for seeking views from customers even when they don't work</p> <p>Inconsistent in feeding back to customers on what they have done with new intelligence</p> <p>Consults on broad issues of service review but is inconsistent or sporadic</p> <p>Does not include customers in key quality checking and audit</p>

PSA 16 and HOUSING (some of the characteristics that contribute to excellent quality delivery of services to people in the PSA 16 customer groups services based on evidence of best practice etc )		
Area of service or delivery	Characteristics of an excellent service	Characteristics of a fair service
Service delivery	<p>Assessment is carried out at the speed best suited to the customer and used to structure early actions and the support plan</p> <p>Promotes and plans for prevention of crisis with customers</p> <p>Is quick to respond to changing customers needs</p> <p>Is able to respond flexibly to newly identified or changing needs</p> <p>Is able to assess and actively manage risk with customers</p> <p>Is willing to share risks with partners</p> <p>Reflects on service delivery at an individual level and uses the learning to promote better results</p> <p>Reviews levels and type of support with customers on a regular basis</p> <p>Is flexible enough to increase support as well as decrease it</p>	<p>Assessment is completed but at the organisations pace and does not translate fully into actions in the support plan</p> <p>Prevention is not promoted consistently, service more often responding to crisis</p> <p>Response to changing need is tied to set review periods etc</p> <p>Has a limited set of responses to newly emerging need</p> <p>Does not assess risk consistently and does not actively engage customer in this process</p> <p>Is reluctant to share risk, often being reluctant to take higher risk service users</p> <p>Learning from practice is collected inconsistently and is not used to make changes to services</p> <p>Review level of support but not necessarily the type or style of support on offer</p> <p>Is good at managing decreases in support but responds poorly when service needs to intensify</p>

PSA 16 and HOUSING (some of the characteristics that contribute to excellent quality delivery of services to people in the PSA 16 customer groups services based on evidence of best practice etc )		
Area of service or delivery	Characteristics of an excellent service	Characteristics of a fair service
	<p>Identifies trigger points, relapse points with customers and plans with the customer to manage these</p> <p>Has high quality assessment and support planning in place</p> <p>Has systems for tracking the results they achieve with customers</p> <p>Implements support plans that take account of the wide range of factors that promote sustainable independent living</p>	<p>Partial or non-existent active relapse management</p> <p>Assessment and support planning adequate, often issues identified in assessment do not appear in support plan, support plans all seem very similar etc</p> <p>Only counts minimum outputs</p> <p>Support plans very focused on what the service has to offer and on non-assertive signposting</p>
Staff and other key resources	<p>Has staff that know their role well and can see how it fits with other staff in the organisation/service networks</p> <p>Has staff that know what results they need to deliver for and with customers</p> <p>Has staff that understand how their interactions with customers promote results</p> <p>Invests time, skill and energy into staff training,</p>	<p>Staff do not consistently know what their role is and/or are unclear how they fit into the bigger scheme of things</p> <p>Staff are unclear about the results they have to deliver for and with customers</p> <p>Staff are not always clear how their actions affect the customers results</p> <p>Staff receive basic training but few updates or</p>

PSA 16 and HOUSING (some of the characteristics that contribute to excellent quality delivery of services to people in the PSA 16 customer groups services based on evidence of best practice etc )		
Area of service or delivery	Characteristics of an excellent service	Characteristics of a fair service
	supervision and development	chance to reflect on practice
Partnership working	<p>Shares the assessing and management of risks with partners</p> <p>Can clearly describe how the results they deliver supports the activity of partners and visa versa</p> <p>Takes the contribution of all partners equally seriously</p> <p>Takes account of the pressures faced by partner organisations</p> <p>Invests time in encouraging reluctant partners to get involved</p> <p>Invests time in sustaining effective partnership working</p> <p>Is willing to ‘own up’ to their own shortcomings with partners</p>	<p>Does not share risk willingly, in particular other orgs risks</p> <p>Is not clear how its results fit with all partners and visa versa</p> <p>Does not treat all partners as equals</p> <p>Tends to underestimate or belittle the pressures on partner organisations</p> <p>Does not take time to encourage reluctant partners</p> <p>Only invests time in partnership at meetings or time of crisis</p> <p>Is very slow to admit their own shortcomings with partners</p>

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PSA 16 and HOUSING (some of the characteristics that contribute to excellent quality delivery of services to people in the PSA 16 customer groups services based on evidence of best practice etc )		
Area of service or delivery	Characteristics of an excellent service	Characteristics of a fair service
	Is prepared to start small and build partnerships as confidence grows	Reluctant to test out and grow with partnerships wants finished product to quickly
Innovation and learning	<p>Learns from its mistakes and through analysis develops new responses</p> <p>Learns from what has worked well and extends good practice from pilots etc</p> <p>Encourages and tests out innovations suggested by customers and staff</p> <p>Takes learning and ideas from one customer group and tests out their applicability with other groups</p> <p>Explicitly uses a range of theories and ideas in planning and service delivery</p>	<p>Often makes the same mistake more than once, has no systematic way of capturing learning form mistakes</p> <p>Good practice is not shared across the organisation or sits being guarded in silos</p> <p>Does not encourage innovation form customers or staff, has top down approach to new ideas</p> <p>Does not look for practice with one customer group that might work with others</p> <p>Has no explicit or has inconsistent theory or set of ideas it uses in planning and delivery</p>
Sustainability	<p>Makes active links to work, training etc</p> <p>Creates the opportunities for customers to develop new social networks</p> <p>Has an approach which fosters independence without</p>	<p>Makes non-assertive or no links to work etc</p> <p>Does not create opportunities for wider social networking by customers</p> <p>Has quite rigid definition of independence as being</p>

PSA 16 and HOUSING (some of the characteristics that contribute to excellent quality delivery of services to people in the PSA 16 customer groups services based on evidence of best practice etc )		
Area of service or delivery	Characteristics of an excellent service	Characteristics of a fair service
	<p>denying the need for longer term low level support</p> <p>Helps customers to develop problem solving skills that are portable</p>	<p>'customer free of service involvement' sees need for top up support as failure</p> <p>Helps customers in very specific ways that are not always transferable</p>
Housing focus	<p>Seeks the most socially valued housing options for customers</p> <p>Uses housing management to help customers sustain their accommodation</p> <p>Uses a wide range of accommodation and tenure type</p> <p>Invests in the interior/fittings of accommodation actively works with customer on the 'inside' of the property</p> <p>Actively manages arrears and debt with customers</p>	<p>Uses a limited range of lower value accommodation for all customers</p> <p>Housing management is focused on managing voids etc at the cost of flexibility</p> <p>Uses a small range of accommodation and tenures e.g. only council flats</p> <p>Pays little attention to the fittings and furnishings of accommodation sees it as the customers issue</p> <p>Arrears and debt often left until they are well established before intervening</p>

## Conclusions

There are some fine examples of practice in relationship to PSA 16 and housing in the region.

There is a high level of commitment from staff in key positions to testing out new approaches and developing innovative solutions to the needs and challenges faced by people in the PSA 16 customer groups.

The guide identifies a range of ways in which people are tackling some of these challenges and includes a range of tools you can use to help you think about PSA 16 service delivery.

There are bound to be examples or things we have missed but our intention is not to present a definitive document but to stimulate discussion and reflection.

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