

## CHIEF EXECUTIVES REPORT TO THE BOARD

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passionate



creative



equal



empowering



sustainable

## **Developing our values and thinking**

**Collaboration** – following the Board’s discussion on collaboration we are looking to work more closely with other agencies where they can bring additional skills and services that will benefit our customers. Our smartmoves contract has been re-tendered and we invited CAB to join with the YMCA and Gingerbread in a consortium bid. CAB will support and train smartmoves staff to provide accurate and up to date benefits and welfare rights information to our customers.

West Midlands-based alcohol service, Aquarius has recently won the Stoke on Trent alcohol contract. They are bidding for the Warrington alcohol contract and are seeking to collaborate with us. We have discussed potential areas for collaboration with Staffordshire Housing Association and Arch.

### **Values and the Big Event.**

We held the Big Event in October and over 160 staff attended, including colleagues from Walsall and Warrington. We launched the Values document, explored ways to develop closer working between the schemes and gave our annual values team awards. Winners were

Empowering: Chepstow House

Equal: Catering Network

Passionate: Central services, HR, training, reception and admin staff

Creative: Safe and Sound

Sustainable: Development Team

### **Keele dissertation**

Yasmin Rajan, MSc Psychology Student Keele University, has completed a study of our Safe & Sound service. She found that the support we give increases the self-efficacy (confidence) of older people. This is important as confidence plays an important role in motivating people to do things and maintain their independence for as long as possible. Yasmin has provided us with a summary of her findings.

### **Out of hours support for people in mental distress**

Brighter Futures, North Staffs MIND and the NSUG are putting a proposal to the Mental Health Partnership Board for an out of hours support service for people in mental distress. The proposal identifies gaps in services that leave the police, ambulance and A&E services struggling to cope with people in mental distress. A year long pilot has been costed at £360k.

### **Making Welfare Work for Stoke on Trent.**

I attended a City Council meeting to explore the impact of welfare benefit cuts on the City. The meeting was led by the assistant Chief Executive Charlie Stewart. Discussion was around identifying the risks, choosing the major areas we would focus on and identifying mitigating actions we could take. All participants had copies of Making Welfare Work for Stoke on Trent which we agreed to use to identify possible actions.

### **Housing strategy**

I responded to the Stoke Housing Strategy consultation, my main point being that they had not taken account of the impact of Welfare benefit cuts. These cuts will increase demand for smaller properties, reduce demand for the three-bed council house and decrease the amount of money available for property maintenance or improvement.

### Alcohol report

To promote the work of our alcohol A&E pilot we have produced a short report for commissioners covering our work from February to July. We will update this and publish it as a Brighter Futures report.

### Places of Change training

The Chartered Institute of Housing (CIH) is delivering a “Leading Places of Change” course at the Brighter Futures Academy. This course is accredited by Birmingham University and will lead to postgraduate membership of the CIH. Six staff are completing the course this year and we already have inquiries from other organisations for places on a course next year.

## BUSINESS DEVELOPMENT

### New Business won:-

#### Headlines 2012 -13

	Q1	Q2	Q3 to date	Q4
Warrington Rough Sleepers	£300,000			
Learning disability Stoke	£454,000			
Rough Sleepers Outreach Stoke / Staffs		£254,295		
Homelessness Link transitional funding for NSNO & complex needs		£199,100		
A&E Scheme Stoke/North Staffs	£60,000			
Safe & Sound 11 O'clock club	£500			
Community of Practice - Chepstow	£6,950			
Catering network lunch clubs	£1,273			
Young persons evaluation - Stoke CYPS			£5,000	
BIG Lottery - Fulfilling lives			£9,900	
Prison Link substance misuse pilot – Prison service			£23,971	
Creative people and places – Arts Council			£120,000	
	<b>£822, 723</b>	<b>£453,395</b>	<b>£158,571</b>	<b>£0</b>

**Total contract value**

**£1,434,689**

### Safe spaces

Stoke mental health commissioners are applying for an additional £251,000 for Safe Spaces to open midweek as well as at weekends. This will enable us to support 16 people a week instead of the current 8.

### Staffordshire mental health helpline

The Coroner for North Staffs has raised concerns in the press about a recent sharp rise in suicides, particularly amongst older men. We reported to commissioners and the press our concern about

an increase in calls to the Helpline many of which were suicide related. We were running at full capacity and had an increasing number of calls going unanswered. Commissioners are now considering a funding bid from us for an additional £40,000 to extend opening hours and increasing staffing.

### **Safe & Sound**

Has offered to provide a telephone advice service to staff at UHNS A&E. The telephone advice line will provide information on voluntary sector services in North Staffordshire.

### **BIG Lottery - Fulfilling Lives**

Stoke is one of 15 areas invited to bid for money to deliver a programme of assistance to people with complex needs, (two or more of homelessness, substance misuse, mental health needs and offending.) .We have £9,000 from the Big Lottery to develop our vision and strategy to bid for up to £10 million. We lead body a Stoke consortium that involves many local agencies. A vision and strategy document will be submitted mid December and in March 2013 we will know whether we have been successful and will be invited to go on to develop the business plan. We have identified five main outcomes we want to achieve.

1. A pathway of effective health and social care services.
2. A compelling case to drive change in statutory and voluntary sector services. We will design a system for capturing and evaluating the learning using an approach to evaluation that demonstrates the impact of the change on outcomes for customers and cost savings for service commissioners.
3. Customers develop into staff, providers and commissioners. This will involve a peer mentoring that ensures customers are “co-producers” and have learning and development opportunities.
4. A common assessment and monitoring system that provides a “golden ticket” to services that work. People will need only tell their story once and the quality of the service will be consistent. A common monitoring framework will readily provide the data we need to effectively evaluate the programme at local level.
5. People with complex needs will lead fulfilled lives. We will focus on building social and family networks by offering a range of leisure, social and employment opportunities.

### **Arts Council**

Brighter Futures was invited to be part of a consortium bid to Arts Council England (ACE); the consortium is led by the New Vic Theatre and includes Staffs Uni, B-Arts, and Partners in Creative Learning (PiCL). The bid is for £3M over 3 years starting April 2013; like other major Lottery bids, the award is now subject to a Business Plan which is being worked on for submission at the end of December;

Brighter Futures will have a Community Producer (engaging people who have previously not had any experience of art) and also to share with 3 other Community producers our skills, experience and knowledge in engaging with hard to reach groups (transferable skills). ACE want this programme to lift arts engagement in the City

### **Mobilising contracts**

**Warrington Rough Sleepers** is going very well. Work started on October 1st. In the first month we identified 12 rough sleepers and got nine people into accommodation, including two who had

been sleeping rough for some years. This has made an excellent impact on Warrington Borough Council, Police and the Drug and Alcohol Commissioning Team.

We won the rough sleepers contract in Stoke and we were successful in our bid to Homeless Link for two workers to work with entrenched rough sleepers and street drinkers with complex needs. The scheme started in October we have staff in post who have started to build a case load.

**Staffordshire learning disability and floating support.** Our new 'Brighter Futures Floating Support' service began operating on 1<sup>st</sup> October, and is supporting people with mental health needs or learning disabilities in North Staffordshire. We welcomed four new staff from Rethink and Choices along with 50 customers. Our target is to be supporting 135 people by April 2013.

**The Missing Young Person's Pilot** has been extended to the end of March 2013. This provides an interview for every returning runaway to support them in reporting abuse or other matters which might be behind their running away. We have submitted a business case for the service to continue to next year. It will be discussed by the Stoke Safeguarding Children Board in November.

**Walsall Council and the National Almshouse Association.** We met with housing and social care managers and commissioners in Walsall. They are delighted with the almshouses and the high standards of accommodation and support. Our Directors have been invited to meet with housing and social care staff in Walsall to discuss new projects.

The Secretary from the National Almshouse Association joined us in Walsall and went to visit the scheme. She wants to nominate us for a Prince of Wales award and was very interested in our offer to take on more properties.

#### **Maintaining current business (see also Top Ten Risks Paper)**

The City Council is retendering many of our supporting people services including smartmoves, 90 Hope St, Hopwood House, Community Housing, and Partnership Mental Health Housing. We are drawing up a timetable to track our progress and ensure our risk assessment is up to date and mitigating actions kept under review. The main milestones in the process are a strategic review of services, in which we participate, a proposal based on the review is submitted to Cabinet for approval and a tender is issued. We complete a bid within 8 weeks of the tender appearing, there is an initial assessment, possibly an interview and the contract is awarded. We have been told that the Partnership Mental Health Tender will be out by the end of the current financial year.

## **RESOURCES**

### **Directors**

Andy Humberstone joined us from Riverside Housing Association on November 5<sup>th</sup> as our first Director of Housing and Support. Andy brings with him a wealth of experience having previously worked as the Supporting People lead officer for Derby City Council and as a support manager for NACRO.

### **New Post Development Manager**

When we win new business we need to ensure that the new scheme is set up correctly this we refer to as contract mobilisation. Successful contract mobilisations create a good first impression on commissioners and customers, reassures TUPE'd staff and ensures employees' performance up to standard and we start hitting our targets as soon as possible. Mobilising contracts is a time

consuming business that involves working to a detailed project plan and coordinating activities across a number of different departments and organisations. To date our mobilisation plans have been led by the Development Director and senior managers.

In the summer we were fortunate in being able to employ a temporary manager to assist us as a result of this experience we have drawn up a job description for a manager in the development department who will assist the Director by managing the development team and coordinating contract mobilisation. This post will also be the project lead for ISO 9001. This will free the Development Director to concentrate on the more strategic elements of the job, ensure successful contract mobilisation and the implementation of ISO 9001.

#### **Support staffing structure, job descriptions and job evaluations.**

At the Board meeting in July we established a personnel task and finish group to work with the Executive to agree and implement gradings for staff posts in the new support structure. We agreed to evaluate the posts. We have updated our Imbucon job evaluation scheme and are organising staff training. We have started our senior practitioner training to ensure staff have the opportunity to learn the skills they will need to take on their new role as support “experts” who will make sure that our values and effective solutions methodology are put into practice.

#### **Chepstow House**

Staffordshire and West Midlands Probation Trust are one of Chepstow House’s main funders. We are arranging to meet with the CEO of the Trust to discuss the value of this scheme. The other main funder is Stoke on Trent City Council. The new Police and Crime Commissioner, Matthew Ellis has visited Chepstow, BASE 58 and the sex workers project. Emma Stazaker was recently invited to meet Teresa May when she visited Longton Police Station to see the Integrated Offender Management Programme. Emma had the opportunity to talk to the Home Secretary about Chepstow House.

#### **Promotions review**

We reviewed the promotions team’s work and agreed to increase the funding to allow for an additional 15 hours work per week. A new marketing strategy will be put to the board in April 2013.

### **ACHIEVEMENTS**

#### **Catering network**

Leek College awarded Dave Rushton the Skillsbase Train to Gain Award for Excellence in Skills for Life and the Leek College Skillsbase Learner of the Year Award 2012.

Dave Owen, a volunteer has been selected, from over 400 entrants, as one of three finalist for The Peter Blakemore Award is For Outstanding Personal Achievement. This award recognises the commitment given by an individual to their workplace and they are recognised as an important asset to the business they work in.

#### **Awards and prizes**

We are NHS Innovation Prize Finalists, this is a joint submission from Brighter Futures and the Community Matron for homeless people from the Stoke on Trent and Staffordshire Provider Trust.

#### **Investors in People**

We had our IIP assessment and passed with flying colours. We have held this award continually since 1995.

### **Handley Drive**

We completed the refurbishment of Handley Drive to provide a rehabilitation centre for nine people with learning disabilities.

### **Excellent performance includes**

134 more targets being met

Clubhouse in Stoke and the Safe Spaces Network are meeting all their targets.

ECHO has seen an increase in customers following recent promotion efforts which included a piece in the Sentinel Saturday magazine.

Voids are reduced to 1.9%

## **EXTERNAL RELATIONS**

### **Visitors include**

Martin Gibbs , Health Inclusion lead officer from the DoH who met with Dave Hughes, lead accountable officer (Top GP) North Staffs CCG, Hugh Evans from UHNS, Jane Morton, Community Matron and Gill at 90 Hope St to discuss health services for people with complex needs.

Joy Garner Labour candidate for the post of Police and Crime Commissioner visited our offender services.

### **Press**

Articles in the Sentinel included:

Helpline - increase in suicide callers

Complex needs new funding - in partnership with Homeless Link

ECHO - feature article in weekend magazine

People's Postcode Lottery - thanks for donation of 10 TV's

World Mental Health Day.

### **Other articles**

Debate in Housing 24 national magazine.

Short piece in the Homeless Link national magazine.

### **Conferences and events**

Gill was keynote speaker at the NHF Northern Human Resource conference

Gill and Emma Davis spoke at a Homeless Link conference on rough sleeping

Gill spoke at a women and rough sleeping at a European funded research conference in Wolverhampton.

Sarah Mather spoke at the launch of CLOCK, Keele legal volunteers' scheme.