

Draft Supporting People Communication Strategy

Document Consultation and Approval Checklist

	Provider Consultation	Staff Consultation	Business Assurance Group Approval	Equality Impact Assessment	Project Board Approval	CB & ASPPS Approval	NIHE Board/CXBC Approval
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1.0 Background

1.1 The Supporting People (SP) programme provides a framework for the planning, commissioning, funding and monitoring of housing related support services delivered throughout Northern Ireland. The Housing Executive is the administering authority for the programme in Northern Ireland. To ensure the effective delivery of SP, the NIHE must successfully manage its relationships with a range of key stakeholders, including its strategic partners for the programme, service users and providers.

1.2 This communication strategy is intended to give clarity and focus to the way that SP communicates with its partners and provide standards against which communications will be measured. The strategy has been produced for all key stakeholders, including:

- Providers of housing support
- Service Users
- Staff in SP
- Health & Social Care Trusts
- Probation Board NI
- Housing Executive
- Department for Health, Social Services & Public Safety
- Department for Social Development
- Locally Elected Representatives
- General Public

1.3 The information which will be communicated includes:

- Policies
- News
- Events
- Updates on the delivery of the Programme
- Feedback to queries
- Contacts in SP & what they do
- Positive Practice

1.4 The information will be made available in alternative formats on request.

2.0 Objectives of the Strategy

- To develop and deliver a communication strategy which contributes to the successful delivery of the SP programme
- Develop and maintain clear standards of communication between the SP team, all stakeholders and the general public
- To identify all stakeholders who have an interest in the implementation of the SP programme and to set out the purpose, means and frequency of communication with them,

ensuring that this is commensurate with their current influence and level of interest

- To guarantee, as far as reasonably possible, that timely, consistent, accurate and relevant information reaches all stakeholders and in such a way as to ensure that relevant queries are dealt with efficiently and effectively
- Identify the main channels for communication
- To regularly review the methods of communication, consultation and engagement.

2.1 In developing its Communication strategy and action plan, SP will aim to adhere to the following principles:

- To be open and transparent in the conduct of its business
- To ensure timely, consistent, accurate and relevant communications
- To encourage involvement, dialogue and feedback
- To support staff in gaining the skills necessary to communicate well
- To listen and respond to incoming communications with the aim of continuous improvement

3.0 Strategy Overview

3.1 Key Deliverables

The key deliverables for the strategy will be:

- Dedicated Communication & Administration Resource established within SP
- Communication Steering Group established
- Communication Strategy agreed
- Detailed Stakeholder Communications Map agreed
- Communication Strategy implemented

3.2 Assumptions

The strategy is predicated on the following assumptions:

- The NIHE's Board will make resources available to meet the objectives of the strategy
- Members of the Communication Steering Group will actively contribute to the delivery of the strategy

3.3 Exclusions

Areas that are excluded from this Strategy are:

- Service user involvement framework – *a separate strategy is being developed to outline how SP in Northern intend to ensure service*

users are meaningfully involved in decisions regarding the SP programme and the delivery of their services

- Provider Engagement & Support Framework – *a separate strategy setting out how SP engages with and supports providers and how they involve them in the delivery of the SP strategy and objectives is currently being developed.*
- Development of an Appeals process for SP funding agreement and service review decisions – *the necessity for separate policies & procedures for appeals, which may fall outside of the scope of the current complaints process, is currently being examined.*

3.4 Benefits

- Establishment of formal communication channels
- Establishment of formal mechanisms for evaluating communication activity
- Improved public and sectoral awareness of the SP programme
- Improved and relevant information flow to all staff within SP team and the broader Housing Executive

3.5 Annual Costs

Newsletter	TBD
Communication Steering Group Meetings	TBD
Roadshows/Conferences	TBD
Website	TBD
Stakeholder meetings	TBD
Other publicity materials	TBD

3.6 Roles and Responsibilities

3.6.1 NIHE Board

Approve the Communications Strategy, as part of the SP annual plan and support communications activity.

3.6.2 Communications Steering Group

Manage and oversee the Communications Strategy and advise on specific actions or activities.

3.6.3 Communications & Administration Team within SP

Lead on SP communications activity and the delivery of the communications strategy and activities plan, ensuring that systems are in place which enables the communication standards to be achieved. This team will provide strategic and operational advice and support for staff on all aspects of communications and arrange relevant training.

3.6.4 SP team

SP team members should ensure that communications activity is being delivered in their areas of responsibility in a way that supports the

Communication strategy and adheres to the policies and standards identified.

3.6.5 Quality Assurance

The Commissioning Body, Area SP Partnerships and the Provider Quality Assurance Group will be asked to quality assure the strategy, prior to general distribution and following each review.

3.7 Action Planning and Evaluation

Each year the Communications Steering Group will produce a communications action plan which will outline the key activities for the year. The action plan will be reviewed monthly by the Steering Group and will be supported by internal and external monitoring and evaluation.

4.0 Communication Standards

As part of the Communications Strategy, SP will follow procedures which outline the standards which can be expected for key communication activities. SP will also review performance against these standards at regular intervals.

4.1 Staff

SP staff will:

- Be courteous, fair and respectful
- Be helpful and responsive, keep you informed and communicate clearly with you at all times
- Let you know what we can provide, who to contact and how to get in touch
- Will aim to provide good quality information

4.2 Telephone

SP will:

- Answer your call as promptly as possible
- Be courteous
- Return your call within 1 working day if the person you wish to speak to is unavailable

4.3 Letters

SP will:

- Acknowledge your letter within 3 working days
- Reply to your letter within 15 working days
- Sign our replies stating our name and position

4.4 Email Queries/Requests via <mailto:supportingpeople@nihe.gov.uk>

SP will:

- Acknowledge your email within 3 working days
- Reply to your email within 15 working days
- Identify the responder by name and position

(N.B. this standard relates to SP general email queries only rather than those directed to named officers in SP in the general course of business)

4.5 Complaints

SP will:

- Make available on request a copy of our organisational Complaints Procedure
- Carry out a full and fair investigation
- Reply within 15 working days, or explain any delays.

4.6 Meetings chaired by Supporting People

SP will:

- Produce an agenda, attendance list and associated papers 2 working days prior to the meeting
- Minute or produce action notes from the meeting
- Circulate minutes/action notes to all attendees 10 working days following the meeting

4.7 What Supporting People would like in return

- Information distributed as widely as possible
- Regular feedback about the administration arrangements for the programme
- Providers to help SP to communicate with service users, as they are the key bridge with service users.
- For meetings chaired by other organisations at which SP are in attendance, the same standards to apply as those detailed in 4.6.

5.0 Identifying Stakeholders

5.1 A stakeholder may be defined as an individual or group that can influence, or be influenced by an organisation's actions. Stakeholder analysis is an important element in the establishment of a communications strategy

5.2 SP have attempted to identify all stakeholders who have an interest in the implementation of the SP programme, in order to set out the purpose, means and frequency of communication with them, ensuring that this is commensurate with their current influence and level of interest.

5.3 Stakeholder Definitions

Stakeholders of SP have been identified and defined in the table below. A more detailed description of each stakeholder group is contained in the Appendix 1.

Table 1 - Stakeholder Engagement Framework

Internal		
	Service Level	<ul style="list-style-type: none"> • SP staff – NIHE staff directly involved in the administration of the SP Programme at both an operational and strategic level.
External - NIHE		
Stakeholder Engagement & Involvement	Governance	<ul style="list-style-type: none"> • Strategic Partner – NIHE staff sitting on Commissioning Body.
	Strategic Level	<ul style="list-style-type: none"> • DPG, H&R Policy, Corporate Planning, ASPP Representatives - NIHE staff who have interest in and input into the commissioning of new housing support services and who may influence, or wish to influence, the direction of the SP programme.
	Provider Level	<ul style="list-style-type: none"> • Service Providers - NIHE staff involved in the direct provision of housing support services e.g. staff employed in the operation and management of NIHE homeless hostels.
	Individual Level	<ul style="list-style-type: none"> • Wider NIHE staff - Members of NIHE staff not directly involved in delivery of SP Programme. • Support/Interest - NIHE staff whose work is indirectly related to SP but who are not directly involved in SP Programme delivery e.g. <ul style="list-style-type: none"> • Legal • District Office • Information • IT • HB • Finance

		External
Stakeholder Engagement & Involvement	Governance	<ul style="list-style-type: none"> • Strategic Partners - organisations who have an interest in, and active input into, the commissioning and funding of new housing support services via Commissioning Body and ASPPs: <ul style="list-style-type: none"> • PBNI • 4 HSS Boards • 5 H&SC Trusts • DSD - the Government Department with overall responsibility for the SP Programme in Northern Ireland.
	Strategic Level	<ul style="list-style-type: none"> • Large Providers - Provider organisations receiving annual SP funding of over £1m p/a. • Providers representative of Client Populations - Providers in receipt of a significantly higher percentage of funding for a specific client group in comparison to other for that client group. • Provider ‘Umbrella’ Groups - A range of groups that represents the interests of organisations involved in the provision of housing support in Northern Ireland: <ul style="list-style-type: none"> • CHNI • NIFHA • WAFNI • CIH • CRISPP - A group representing the specific interests of SP providers. • Political Representatives - Members of NI Assembly and Executive across all NI political parties. • Service User Lobby Groups - Groups representing the interests of SP client groups e.g. <ul style="list-style-type: none"> • Age Concern • ARC
	Provider Level	<ul style="list-style-type: none"> • Housing Associations as Landlords -

		<p>HAs that are the landlord of a building in which a housing support service is delivered, but do not deliver housing support.</p> <ul style="list-style-type: none"> • Medium Providers - Provider organisations receiving annual SP funding of between £250,000 and £1m p/a. • Small Providers - Provider organisations receiving annual SP funding of less than £250,000 p/a.
	Service Level	<ul style="list-style-type: none"> • Referral Agents - Organisations that refer potential service users to housing support services.
	Individual Level	<ul style="list-style-type: none"> • Service Users¹ - people who use, or have used, services, people who may use services in the future, their carers and advocates. • General Public - Everyone not identified with the above groups.

6.0 Communication Channels

6.1 A variety of communication channels have been identified as mechanisms for keeping SP's stakeholders informed and involved in the delivery of the programme in Northern Ireland.

Channel:	<i>Communication Steering Group</i>
Description:	Representatives from SP management team meeting to discuss communication on a regular basis
Purposes:	<p>To help develop and implement a Communication strategy for SP.</p> <p>To act as point of contact for information dissemination to, and for receipt of queries from stakeholders.</p>
Frequency:	Monthly

¹ As outlined in paragraph 3.3, a separate service user involvement strategy is currently under development. Service users are therefore only considered at an individual level, in the context of their communications requirements. The service user involvement strategy will outline the mechanisms which SP will adopt to enable service users to more meaningfully contribute to the strategic objectives and delivery of the SP programme.

Channel:	<i>Commissioning Body and Area SP Partnerships</i>
Description:	Formal meets of strategic partners
Purposes:	Meetings of statutory partners for SP to discuss specific operational and service developments linked to the delivery of the SP strategy and annual plan.
Frequency:	6 meetings per annum

Channel:	<i>Stakeholder Groups</i>
Description:	Area Provider Meetings held and chaired by SP Area teams
Purposes:	To highlight policy developments, positive practice and developments specific to the geographical area. To provide an opportunity for provider feedback.
Frequency:	Five Meetings Annually (1 in each area)

Channel:	<i>Representation at External Fora</i>
Description:	SP representation on external fora, which may include CRISPP, Floating Support forum, CHNI/NIFHA focus groups.
Purposes:	To ensure that emerging issues in relation to the programme are communicated directly and consistently to stakeholders. To elicit feedback and comments and respond to questions.
Frequency:	As required/requested

Channel:	<i>Individual Meetings</i>
Description:	Meetings between SP team and key stakeholders.
Purposes:	A forum for direct, two-way communication between the SP team and stakeholders. An opportunity to discuss developing policy, operational issues and implementation of the SP programme.
Frequency:	As requested/required

Channel:	<i>CHNI/NIFHA Liaison Meetings</i>
Description:	Meetings between representatives of SP & Council for the Homeless NI & Northern Ireland Federation of Housing Associations

Purposes:	To provide umbrella group representatives with a briefing on the current issues affecting programme delivery and respond to operational issues affecting the provider sector.
Frequency:	Monthly

Channel:	<i>Public Events</i>
Description:	Events to take place at various locations throughout NI.
Purposes:	To provide updates on emerging issues both locally and nationally. A forum for open discussion and exchange of ideas between SP and other stakeholders.
Frequency:	To be determined

Channel:	<i>SP Newsletter</i>
Description:	Newsletters to be published in hard copy and electronic formats. Contributions by SP team, strategic partners and SP providers.
Purposes:	Communicate issues and matters affecting internal and external stakeholders. Provide updates on the implementation of the programme at key points in the year.
Frequency:	Twice yearly

Channel:	<i>Website (SP web page)</i>
Description:	Non secure website for outbound communication between the programme and interested parties including the general public
Purposes:	To provide a method for quick distribution to a wide audience To provide a place where responses to materials can easily take place
Frequency:	Updated as required

Channel:	<i>Provider Survey</i>
Description:	Survey to gather service providers' views on the administration of SP in Northern Ireland.
Purposes:	To identify areas for improvement with the administration arrangements for SP and evaluate communication activities
Frequency:	Annually

Channel:	<i>Information materials</i>
Description:	Publicity collateral such as flyers and information sheets containing both general and specific information about the programme and its progress, including SP manual, service directory & service user information.
Purposes:	Provide information in a format easy and quick to read and understand. High level rather than detailed. Produced for a variety of stakeholders including the general public and housing support providers.
Frequency:	As required

Channel:	<i>Targeted Briefings</i>
Description:	Briefing Papers on specific policy developments or operational issues for the programme
Purposes:	To inform/consult relevant stakeholders in relation to specific policy/procedural developments, implications of legislative changes etc
Frequency:	As required

Channel:	<i>Intranet</i>
Description:	SP teamsite on NIHE intranet.
Purposes:	Provide information to SP staff in relation to the delivery of the programme.
Frequency:	As required

Channel:	<i>Team Briefings</i>
Description:	Briefing small groups of staff, carried out by line management.
Purposes:	To ensure that important issues are communicated directly and consistently to all staff.
Frequency:	As required, at least quarterly

7.0 Stakeholders Communication Map

7.1 The stakeholder map attached as Appendix 2 sets out the following:

- The identity of the stakeholder
- The stakeholder's information requirements
- The channels through which these requirements will be met
- The timing of such communications.

8.0 Communications Annual Action Plan

- 8.1 A communication action plan will be developed at the beginning of each financial year, detailing the activities to be undertaken within the year. The action plan for the remainder of the 2007/08 financial year is attached as Appendix 3.

9.0 Monitoring and Evaluation

- 9.1 The implementation of the communication strategy and annual action plan will be monitored by the Communications Steering Group on a monthly basis. Twice yearly updates will also be provided to the NIHE's Board, in conjunction with the annual plan.

- 9.2 Communications activities will be evaluated using the following methods:

- Annual Communications audit
- Measurement & publication of performance against service standards
- Annual Provider Survey
- Staff surveys
- Regular feedback forms
- Website traffic

10.0 Review of Communications Strategy

- 10.1 This communication strategy will be reviewed annually by the Communications steering group, in conjunction with those parties who have a quality assurance role.

INTERNAL STAKEHOLDERS

SP Staff

Definition/Analysis: Members of NIHE staff directly involved in the administration of the Supporting People Programme at both an operational and strategic level.

As stakeholders, the level of interest will be high as they are directly concerned in the administration of the SP Programme. Within this group, influence will vary according to staff grade, but has been classified as low because the majority of staff will not be involved at a decision making level.

Other NIHE Staff

Definition: Members of wider NIHE staff, (i.e. excluding those employed in direct delivery of SP Programme).

Their level of interest / influence will vary according to their role in relation to Supporting People and is analysed in greater detail below.

Strategic Role

Definition: NIHE staff who have interest in and input into the commissioning of new housing support services and who may influence, or wish to influence, the direction of the SP programme. These include staff from:

- **Housing & Regeneration Policy Unit** - In its role of homeless policy and strategy development, this group will have interest in and input into the strategic aspects of SP Programme in relation to the provision of homeless support services. As stakeholders, this group will need to be consulted as their actions may have an impact on the provision and new service development aspect of the SP Programme.
- **Housing & Regeneration Area Staff** who sit on Area Supporting People Partnerships (ASPPs) - At a local level, this group will have interest in and input into the strategic aspects of SP Programme in relation to the provision of homeless support services. As stakeholders, this group will need to be consulted as their actions and decisions may have an impact on the provision and new service development aspect of the SP Programme.
- **DPG** – Although it has no formal role in the SP governance structure, this group will have an interest in the SP Programme in relation to the NIHE's role in the capital new build social housing programme and an

information input into the strategic development of new supported housing schemes. As stakeholders, this group will need to be consulted as their actions may have an impact on the new service development aspect of the SP Programme.

Provision Role

Definition: NIHE staff involved in the direct provision of housing support services. These will predominantly be staff employed in the operation and management of NIHE homeless hostels, of which there are currently 23, (approximately 7% of all SP funding for homeless services).

This group has low interest/low influence and will need to be kept informed on a general basis as to relevant changes in the SP Programme.

Support / Interest Role

Definition: NIHE staff who are not directly involved in the SP Programme, whose interest in/influence over the programme will be low. These will include District Office staff and also central staff in sections which provide a support role for SP:

- Legal
- Information
- IT
- HB
- Finance

This group will have low interest/influence on the SP programme and have a passive role as stakeholders.

EXTERNAL STAKEHOLDERS

Strategic Partners

Definition: Representatives from organisations who have an interest in, and active input into, the commissioning and funding of new housing support services and who may influence, or wish to influence, the direction of the SP programme.

This group includes representatives from Northern Ireland Probation Board, (PBNI), the present 4 regional Health Boards and the 5 new Health & Social Care Trusts. As stakeholders they are key players, sharing decision making and responsibility and influencing and determining outcomes.

Department for Social Development (DSD)

Definition: the Government Department with overall responsibility for the Supporting People Programme in Northern Ireland.

As the responsible Department, the DSD will act as a key player, with an active interest in and influence on the Programme.

Service Users

Definition: Anyone who is using a Supporting People funded housing-related support service. This includes people who have used services in the past, people who may use services in the future, carers and advocates. As stakeholders, their interest and influence would be classified as low and their current role in relation to the Programme can be defined as passive consumers.

Housing Support Providers

Definition: Organisations providing a Supporting People funded service. For analysis purposes, this group has been subdivided into a number of categories as shown below. The rationale for this division is to facilitate analysis based on the difference of approach to be adopted as stakeholders.

a) Large Providers

Definition: Provider organisations receiving annual SP funding of over £1m.

As at June 2008, there were 19 provider organisations that fall into this category, of which 8 have more than 20 supported housing schemes. As recipients of a significant proportion of SP funding and providers of a large number of schemes, this group has a high level of interest in and influence on the SP Programme and will be a key player with some degree of participation in making suggestions and influencing outcomes.

b) Medium Providers

Definition: Provider organisations receiving annual SP funding of between £250,000 and £1m.

As at June 2008, there were 32 provider organisations that fall into this category, of which 3 have more than 20 supported housing schemes. This group will have a high level of interest in the SP Programme, but will have a lower level of influence on the SP Programme. As stakeholders they will need to be consulted and their views represented, but they will not have a role in influencing Programme outcomes.

c) Small Providers

Definition: Provider organisations receiving annual SP funding of less than £250,000.

As at June 2008, there were 70 provider organisations that fall into this category, of which 64 had fewer than 5 schemes. Again, this group will have

a relatively high level of interest in the SP Programme, but a low level of influence on the SP Programme. As stakeholders they will need to be consulted and their views represented, but they will not have a role in influencing Programme outcomes.

d) Providers representative of Client Populations

Definition: Provider organisations in receipt of a significantly higher percentage of funding for a specific client group in comparison to other providers for that client group.

This group forms a subset of the above provider categories, but has been treated separately in terms of stakeholder interests as it has a higher level of influence on the SP Programme. As at June 2008, 17 providers can be identified in line with the above definition. This figure is based on market share on a Northern Ireland wide basis, but each Area Team will need to conduct its own analysis of market share, as some providers operate on a localised basis.

The rationale for this categorisation is that these provider have a significant percentage of market share for their specific client group and their withdrawal from the market would have a significant impact for the SP Programme. As stakeholders this group has a high level of interest in and influence on the SP Programme and will be a key player with some degree of participation in making suggestions and influencing outcomes.

Housing Associations as Landlords

Definition: Housing Associations that are the landlord of a building in which a housing support service is delivered, but which are not involved in the provision of housing support.

As landlords of accommodation based support services, this group will have a high interest in the SP Programme, but will have a low level of influence over decisions and outcomes. As stakeholders, they will need to be consulted, but they will not have a participative role.

Provider ‘Umbrella’ Groups

Definition: A range of groups that represents the interests of organisations involved in the provision of housing support in Northern Ireland.

A number of key groups can be identified under this category:

Northern Ireland Federation of Housing Associations (NIFHA)

NIFHA represents, supports and promotes the interests of 36 registered and 7 non-registered Housing Associations in Northern Ireland. It offers support with training, housing policy and research, communications, administration and finance.

As the representative of its members, the majority of whom are involved in the delivery of housing support, or are landlords of accommodation based housing support schemes, this group will have a high interest in the SP Programme, but a low level of influence as it is not directly involved in the SP governance structures or in delivering housing support services. As stakeholders they will be consulted, but will not have an active role in influencing Programme outcomes.

Council for the Homeless Northern Ireland (CHNI)

CHNI represents over organisations working with homeless people throughout the North and South of Ireland and the UK and has over 100 members from organisations across the community, voluntary, statutory and private sectors. Its role includes the provision of training, information and research as well as lobbying and collective representation.

As the representative of its members, the majority of whom are involved in the delivery of support to the homeless, this group will have a high interest in the SP Programme, but a low level of influence as it is not directly involved in the SP governance structures or in delivering housing support services. As stakeholders they will be consulted, but will not have an active role in influencing Programme outcomes.

Chartered Institute of Housing Northern Ireland (CIH)

The role of the CIH is “promote the science and art of housing, its standards and ideals and the training and education of those engaged in the profession of housing”. The Northern Ireland branch of the UK wide Chartered Institute of Housing has over 500 members from organisations with an active role or interest in housing, including the Northern Ireland Housing Executive, Housing Associations, the private sector, voluntary organisations and academic institutions.

As a number of its members will be involved in the supported housing sector, this group will have a medium to high level of interest in the SP Programme, but a low level of influence as it is not directly involved in service provision or the SP governance structures. As stakeholders they will be consulted, but will not have an active role in influencing Programme outcomes.

Women’s Aid Federation Northern Ireland (WAFNI)

WAFNI has regional responsibility for the development of new and existing Women’s Aid groups, for policy development and for liaison with a wide range of statutory and voluntary bodies. Included in its role is the provision of education and information about the social context of domestic violence and the support and promotion of the 10 Women’s Aid Groups.

In the latter role, this group will have a medium to high interest in the SP Programme as the individual Women’s Aid groups are involved in the provision of housing support. Their level of influence would be low as they are not directly involved in the SP governance structures or housing support provision. As stakeholders they will be consulted, but will not have an active role in influencing Programme outcomes.

Committee Representing Independent Supporting People Providers (CRISPP)

Definition: A group representing organisations from across all sectors – statutory, private and voluntary, that are directly involved in the provision of Supporting People services.

CRISPP meets on a quarterly basis and is jointly chaired and facilitated by CHNI and NIFHA. Its role includes representing the views, (at both strategic and operational level), of Supporting People providers; liaising with public authorities responsible for Supporting People and encouraging and facilitating the continuous improvement of services.

Given this remit, this group will have a high interest in the SP Programme at both an operational and strategic level. It will have a relatively low level of influence as it has no regular formal involvement in the SP governance structures. As stakeholders they will be consulted, but will not have a major role in influencing Programme outcomes.

Service User Lobby Groups

Definition: Groups representing the interests of SP client groups.

These groups may represent the interests of specific client groups, for example Help the Aged and ARC. As representatives of those using Supporting People services, this group will have a high interest in the Supporting People Programme, but will have a low level of influence as it is not involved in service provision and has no regular formal involvement in the SP governance structures. As stakeholders they will be consulted, but will not have a major role in influencing Programme outcomes.

Referral Agents

Definition: Organisations that refer potential service users to housing support services.

These organisations include the Police Service of Northern Ireland, Health & Social Care Trusts, (including Social Work and Community Mental Health Teams), advice groups, other voluntary agencies and NIHE District Offices. As those responsible for securing appropriate supported housing options for individuals, this group will have a high interest in the SP Programme. Their influence will be relatively low as, although they make referrals to the service, the majority are not actively involved in the SP governance structures or service provision.

Political Representatives

Definition: Members of NI Assembly and Executive across all NI political parties.

In their role as representatives of the NI electorate and/or MLAs with interest in local government departments, this group will have some influence on and interest in the SP programme at both an operational and strategic level, for example in terms of community planning and Assembly questions, although it is not directly impacted by the Programme. As stakeholders this group will need to be kept informed, but will not play a key role in decision making.

General Public

Definition: Everyone not identified with the above groups.

As stakeholders, this group can be viewed as passive consumers and their interest and influence would be classified as low. They may require limited provision of information, but would not be classified as a priority as they are not directly impacted by the SP Programme and whose influence on it is low.

Stakeholder Map

Stakeholder Group: Staff within the Supporting People Team	
Information Required:	Detailed information about the programme
	Policy & Procedural Changes
	National Developments in SP
	Updates on implementation of SP programme and annual plan
	Priorities, work and forward planning
Communication Methods	Timing
One to Ones with line management	Ongoing and as and when required
Team Briefings	Ongoing and as and when required (at least quarterly)
News updates on Intranet	Ongoing and as and when required
Targeted Briefings	As and when required
Stakeholder Group: NIHE staff generally	
Information Required:	Supporting People services awareness
	General understanding of SP programme & links to their work
	How to access information
	Policy, Procedural and access updates
Communication Methods	Timing
Individual Meetings	Ongoing and as and when required
Stakeholder events	TBD
Website	Regular updates to What's new section
Development of formal working protocol with H&R	By end of 2008/09 financial year
Newsletter	Twice Yearly
Stakeholder Group: Development Programme Group	
Information Required:	Programme information, specifically relating to budgetary position & eligibility criteria
	Detailed information about individual SP service developments
	Details of annual progress towards strategic aims
Communication Methods	Timing
Individual Meetings	As required, at least quarterly
Development of formal working protocol	By end of 2008/09 financial year
Targeted written briefings and updates	As and when required

Stakeholder Group: Strategic Partners	
Housing & Regeneration Division of NIHE	
Health & Social Care Trusts & Boards	
Probation Board NI	
Information Required:	Overarching information about SP Details of performance information, status, key decisions to be taken/approved Policy Development information How it contributes to strategic priorities Details of annual progress towards strategic aims
Communication Methods	Timing
Formal meetings of Commissioning Body, Area Supporting People partnerships & Trust level fora	6 meetings annually
Individual meetings	As and when required/requested
Newsletter	Twice yearly
Targeted written briefings and updates	As and when required
Stakeholder Group: Department for Social Development	
Information Required:	Overarching information about SP Overview of performance, status & key decisions taken in accordance with requirements of Dossier of Controls Details of annual progress towards strategic aims
Communication Methods	Timing
Copies of all formal approval papers	Monthly
Quarterly performance information against key performance indicators	Quarterly Updates
Targeted written briefings & updates	As and when required
Individual Meetings	As and when required
Stakeholder Group: Department for Health, Social Services & Public Safety	
Information Required:	Overarching Information about SP How it contributes to strategic priorities Policy Development information Details of annual progress against strategic aims
Communication Methods	Timing
Attendance at Commissioning Body Meetings	6 meetings a year
Individual Meetings	As and when required
Targeted written briefings & updates	As and when required
Stakeholder Group: Housing Support Providers	
Information Required:	Detailed information about the programme, including administration requirements, standards etc. Ensure providers have access to SP administering authority in order to express their interests needs and concerns regarding SP Guidance in relation to specific operational issues Assess provider views regarding the management and success of the programme and the performance of the SP team Identify examples of positive practice and publicise performance Assistance for small providers in meeting the administration requirements for SP Policy Development Information Details of annual progress towards strategic aims How can influence programme objectives & delivery/build capacity within own organisation How to appeal a decision specific to organisation
Communication Methods	Timing
Stakeholder Group Meetings	5 Annually (1 in each area)
SP Newsletter	Twice Yearly
Website	Updates & Targeted Briefings as and when required
Provider Survey	Annually
Individual Meetings	As and when required/requested
Attendance at Provider led Fora	As and when required/requested
Use of provider Quality Assurance Group for consultation on draft proposals, operational procedures etc.	As and when required
<i>Provider Engagement and Support Framework</i>	<i>under development</i>
<i>Appeals Framework</i>	<i>under development</i>
Stakeholder Group: Provider Representative Groups	
Information Required:	Detailed information about the programme Policy Development information Details of annual progress towards strategic aims National Developments in SP
Communication Methods	Timing
Attendance at Provider Led Fora	As and when required/requested
Targeted Briefings and Updates	As and when required
Website	regular updates to what is new section
SP Newsletter	twice yearly

Stakeholder Group: Umbrella Groups	
Information Required:	Detailed information about the programme
	Policy, Procedural and access updates
	Details of annual progress towards strategic aims
	Guidance in relation to operational issues
Communication Methods	Timing
Liaison Meetings	Monthly
Website	regular updates to what is new section
SP Newsletter	Twice Yearly
Stakeholder Group: Referral Agencies	
Information Required:	Overarching information about SP
	Who, how and when to refer
	Policy and procedural information
Communication Methods	Timing
Publicity Leaflets	As and when required. Updated versions of SP manual and Floating Support Directory by the end of 2008/09.
Website	Updates as and when required
Stakeholder Group: Service Users	
Information Required:	Overarching Information about SP
	How can influence delivery of the programme
	Details of how to access more information
Communication Methods	Timing
Website	Updates as and when required
<i>Service Involvement Strategy</i>	<i>under development</i>
SP Newsletter	Twice Yearly
Stakeholder Group: General Public	
Information Required:	Overarching information about SP
	How to access services.
	Details of how to access more information
Communication Methods	Timing
Publicity Leaflets	As and when required. Updated versions of SP manual and Floating Support Directory by the end of 2008/09.
Website	Updates as and when required

APPENDIX 3

Communications Action Plan

MONTH	EVENT	BY (DATE)
SEPTEMBER 08	Commissioning Body meeting	01/09/08
	Attend FS Forum meeting	05/09/08
	Establishment of Communication Steering Group	19/09/08
	Establishment of Communication & Administration Team	19/09/08
	Add SP section to NIHE website	30/09/08
	Attend liaison meeting	29/09/08
OCTOBER 08	NASPP meeting	TBC
	1 st meeting of West Area Stakeholder Group.	TBC
	EASPP meeting	14/10/08
	SASPP meeting	21/10/08
	1 st meeting of Communication Steering Group	07/10/08
	WASPP meeting	22/10/08
	Attend liaison meeting	27/10/08
	SP Team Briefing	TBC
NOVEMBER 08	Commissioning Body meeting	03/11/08
	2 nd meeting of Communication Steering Group	04/11/08
	Attend liaison meeting	24/11/08
DECEMBER 08	3 rd meeting of Communication Steering Group	02/12/08
	EASPP meeting	09/12/08
	Issue first edition of SP Newsletter.	TBC
	Attend CRISPP Meeting	TBC
	WASPP meeting	17/10/08
	Update SP Manual	TBC
	SASPP meeting	TBC
	NASPP meeting	TBC
Attend liaison meeting	TBC	
JANUARY 09	Commissioning Body	05/01/09
	4 th meeting of Communication Steering Group	TBC
	Initiate Provider Survey	TBC
	Draft Working Protocol with DPG	TBC
	Attend FS Forum meeting	TBC
	SP Team Briefing	TBC

FEBRUARY 09	5 th meeting of Communication Steering Group	TBC
	NASPP meeting	TBC
	SASPP meeting	TBC
	Attend liaison meeting	TBC
	EASPP meeting	TBC
	Issue revised SP Manual	TBC
	Draft Working Protocol with H &R	TBC
	WASPP meeting	TBC
MARCH 09	Commissioning Body	02/03/09
	6 th meeting of Communication Steering Group	TBC
	Attend liaison meeting	TBC
	Initiate Annual Communications Audit	TBC
	1 st meeting of an additional Area Stakeholder Group (to be determined).	TBC
	Issue updated Floating Support Directory	TBC
	Issue findings of Provider Survey	TBC