

## **Socially Excluded Adults PSA (PSA16) Success Indicators v.1 – March 2010**

This document provides PSA16 stakeholders with suggestions of information and actions that can indicate that positive steps are being taken in a local area to deliver PSA16 aims. These suggestions have been compiled by the Social Exclusion Task Force (SETF) and cross-government colleagues working on PSA16 following engagement with a range of delivery partners.

The indicators are not a definitive list and SETF would welcome other suggestions to feed into ongoing work on PSA16 good practice – please contact Rupert Gill with further suggestions ([Rupert.Gill@cabinet-office.x.gsi.gov.uk](mailto:Rupert.Gill@cabinet-office.x.gsi.gov.uk)). It is hoped that these indicators will be of use to a whole range of PSA16 stakeholders in thinking about their contribution to PSA16 delivery - including service providers, PSA16 Regional Delivery Boards, commissioners and inspectorates.

### **Introduction to PSA16**

The Socially Excluded Adults Public Service Agreement (PSA16) is one of only 30 PSAs agreed across the whole of Government, and is the first agreement that has focused specifically on the needs of the most vulnerable adults.

PSA16 aims to ensure that the most socially excluded adults are offered the chance to get back on a path to a more successful life, by increasing the proportion of at-risk individuals in:

- settled accommodation; and
- employment, education or training.

The PSA focuses on four client groups who are particularly vulnerable to multiple forms of disadvantage, and who may be negotiating a difficult transition such as leaving prison or long-term care. These two factors make them particularly at-risk of falling into persistent exclusion, but also means that they are in contact with the services that could and should make a difference.

The four groups are:

- Care leavers at age 19
- Offenders under probation supervision
- Adults in contact with secondary mental health services and on the Care Programme Approach
- Adults with moderate to severe learning disabilities.

Information on the Socially Excluded Adults Public Service Agreement can be found on the Social Exclusion Task Force website:

[http://www.cabinetoffice.gov.uk/social\\_exclusion\\_task\\_force/psa.aspx](http://www.cabinetoffice.gov.uk/social_exclusion_task_force/psa.aspx)

Successful local delivery of PSA16 depends on several factors including:

- Thorough assessment of needs of PSA16 client groups in the local area
- Local leadership and strategic service planning and commissioning to meet identified local needs
- Effective joint working at strategic and operational levels to deliver appropriate services to meet identified needs
- Identification and sharing of good practice in supporting vulnerable adults into homes and jobs.

### **Why is meeting the aims of PSA16 important?**

A home and a job are the core foundations of normal, everyday life which the majority of people take for granted. It is important to extend this expectation and aspiration to the most excluded, for whom a settled home and the opportunity to work can often seem out of reach.

Adults with multiple needs are typically in contact with a range of services, but tend to benefit less from the support they receive because their lives and engagement with these services can be too chaotic. Effective inter-agency working is therefore crucial in ensuring a more coherent and personalised response to their wider needs.

When the needs of vulnerable people are effectively assessed and met in a locality the whole area benefits. Supporting vulnerable people to access and keep a home and job helps them to fulfil their individual potential and make a positive contribution to society. Without support to get a home and a job vulnerable people can generate several costs within their local community and wider society, for example:

- Increased need for health services e.g. due to stress or living in unsuitable accommodation
- Receiving benefits rather than contributing to the economy through employment
- Conducting criminal activity.

## **How can we tell if positive action is being taken on PSA16?**

To identify how successful an area is in supporting vulnerable adults into homes and jobs, a range of success indicators can be considered. These are highlighted in the following pages and are grouped as follows:

### **Supporting vulnerable adults into homes**

1. Adults with learning disabilities in settled accommodation
2. Adults in contact with secondary mental health services in settled accommodation
3. Offenders under probation supervision in settled and suitable accommodation at end of order or licence
4. Care leavers in suitable accommodation at age 19
5. All PSA16 groups in settled and/or suitable accommodation

### **Supporting vulnerable adults into education, training and jobs**

6. Adults with learning disabilities in employment
7. Adults in contact with secondary mental health services in employment
8. Offenders under probation supervision in employment at end of order or licence
9. Care leavers in employment, education or training at age 19
10. All PSA16 groups in employment

### **Effective local structures and practices**

11. PSA16 datasets
12. Effective local joint working structures
13. Support for the workforce
14. Sharing learning and positive practice

## Associated National Indicators

In addition to the eight national indicators for PSA16, there are several other national indicators which measure activities that can contribute to various PSA16 outcomes:

**NI 18** Adult re-offending rates for those under probation supervision

**NI 19** Rate of proven reoffending by young offenders

**NI 30** Re-offending rate of prolific and priority offenders

**NI 38** Drug related offending

**NI 40** Drug users in effective treatment

**NI 45** Young offenders' engagement in suitable education, employment or training

**NI 46** Young offenders' access to suitable accommodation

**NI 62** Stability of placements of looked after children: number of moves

**NI 63** Stability of placements of looked after children: length of placement

**NI 117** 16 to 18 year olds who are not in education, training or employment (NEET)

**NI 124** People with a long-term condition supported to be independent and in control of their condition

**NI 136** People supported to live independently through social services (all ages)

**NI 141** Number of vulnerable people achieving independent living

**NI 142** Number of vulnerable people who are supported to maintain independent living

**NI 152** Working age people on out of work benefits

**NI 153** Working age people claiming out of work benefits in the worst performing neighbourhoods

The links between these 14 indicators and the PSA16 indicators are set out in the table below. You may want to cross-reference these when visiting and assessing a locality's progress on PSA16:

<b>NI 143</b>	<b>NI 144</b>	<b>NI 145</b>	<b>NI 146</b>	<b>NI 147</b>	<b>NI 148</b>	<b>NI 149</b>	<b>NI 150</b>
NIs 18, 19, 30, 38, 40, 46, 141, 142	NIs 18, 19, 30, 38, 40, 45, 152, 153	NIs 136, 141, 142	NIs 152, 153	NI 62, 63, 141, 142	NIs 117, 152, 153	NIs 124, 141, 142	NIs 152, 153

## Supporting vulnerable adults into homes

Performance theme	Performance / context indicator	Source of data <sup>1</sup> / evidence <sup>2</sup>
<b>1. Adults with learning disabilities in settled accommodation</b>	<b>Performance indicator</b>	
	1. Proportion of adults with learning disabilities in settled accommodation (NI 145)	Quarterly data from the Information Centre (KS1)
	<b>Context indicator</b>	
	2. Proportion of adults with learning disabilities in settled accommodation by accommodation type	Quarterly data from the Information Centre (KS1)
	3. Percentage of adults with learning disabilities living in care homes	Valuing People Now partnership board annual returns / regional board reports
	Adult Social Care, Housing and the Primary Care Trust (PCT) / Strategic Health Authority (SHA) are working together to reduce the use of residential care for this client group	Local authority and PCT / SHA housing policy
	4. Valuing People Partnership Board includes housing representative(s) and a Learning Disability Housing Strategy has been developed	Valuing People Partnership Board membership Learning Disability Housing Strategy Local authority housing strategy
5. Adult Social Care, Housing and the PCT have used data to assess the housing needs of the client group (such as through the JSNA) and have used this to inform relevant local strategies	Local authority housing policy Local authority housing strategy JSNA Service user consultation / input	

<sup>1</sup> Data for performance and context indicators is usually available at upper tier local authority level for 150 local authorities, unless otherwise stated

<sup>2</sup> Success indicators can be evidenced by quantitative datasets e.g. for National Indicators (grey cells in table); or by qualitative information (white cells)

	6. Strong joint working between health, social care and housing providers to ensure transition points are managed well, and to have early triggers for support rather than crisis interventions.	Service protocols and work plans
<b>2. Adults in contact with secondary mental health services in settled accommodation</b>	<b>Performance indicator</b>	
	1. Proportion of adults in contact with secondary mental health services in settled accommodation (NI 149)	Quarterly data from the Information Centre
	<b>Context indicator</b>	
	2. Delayed transfer in mental health NHS trusts – mental health patients awaiting accommodation	SitReps data for Mental Health Trusts
	3. Adult Social Care, Housing and the PCT have used data to assess the housing needs of the client group (such as through the JSNA) and have used this to inform relevant local strategies	Local authority housing strategy Local authority homelessness strategy JSNA Service user consultation / input
	4. Locally the Care Programme Approach <sup>3</sup> has a clear focus on assessing and meeting individual housing needs as relevant	Individual client Care Plans Service user feedback
5. Strong joint working between health, social care and housing providers to ensure transition points are managed well, and to have early triggers for support rather than crisis interventions.	Hospital discharge protocol between housing and health	

<sup>3</sup> Care Programme Approach - the higher level of care management for those with more complex needs Department of Health (2008). *Refocusing the care programme approach: Policy and positive practice guidance*, London.

<b>3. Offenders under probation supervision in settled and suitable accommodation at end of their order or licence</b>	<b>Performance indicator</b>	
	1. Proportion of offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence (NI 143)	Quarterly data from OASys (Offender Assessment System)
	<b>Context indicator</b>	
	2. Proportion of offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence by accommodation type	Quarterly data from OASys (Offender Assessment System)
	3. Local authority, NOMS and other partners have worked together to assess local housing needs of offenders, and plans / strategies are in place to address these needs	NI141, NI18 or NI30 work plans Local authority housing strategy Local authority Community Safety strategy CDRP action plan Regional offender accommodation pathway board action plan
	4. Probation service is represented on relevant local authority commissioning board for housing services e.g. Supporting People or Adult Social Care boards.	Feedback from probation showing they have a clear representative  Board membership lists
	5. Offender Sentence Plans have a clear focus on assessing and meeting housing needs and contribute to meeting the NOMS accommodation KPI	Offender Sentence Plans Service user feedback NOMS KPI data
6. Local authority housing advisers provide quality in-reach work in local probation offices and/or prisons where appropriate and depending on need	LA housing adviser has probation and prison in-reach as part of their role description  Local probation offices and prisons report that LA housing in-reach takes place  Service user feedback	

	7. Prisons, probation and local authority housing departments have an agreed protocol and form for offender housing referrals at local or, preferably, sub-regional levels	Offender housing referral protocol and form – sourced from LA housing department or local probation offices or prisons
	8. Effective meet at the gate service available for offenders leaving prison and returning to the community where appropriate	Local prison contract with a third sector or other provider to provide a Meet at the gate service Service evaluations
<b>4. Care leavers in suitable accommodation at age 19</b>	<b>Performance indicator</b>	
	1. Proportion of former care leavers aged 19, who had left care aged 16 or over, who are in suitable accommodation (NI 147)	Quarterly local authority returns to DCSF (SSDA903)
	<b>Context indicator</b>	
	2. Proportion of former care leavers aged 19, who had left care aged 16 or over, who are in suitable accommodation by accommodation type	Quarterly local authority returns to DCSF (SSDA903)
	3. Local authority Housing and Children’s Services departments have gathered data on the housing related needs of young people leaving care and ensured that they are included in relevant local authority strategies	Local authority (young people’s) housing strategy Local authority homelessness strategy Local authority Children and Young Peoples’ Plan Local authority Supporting People strategy Service user consultation / input
	4. Protocols are in place between local authority Leaving Care and Housing Teams aiming to ensure that care leavers experience planned and supported transitions to more independent living.	Care leaver protocol between Leaving Care and Housing Teams
	5. There are a range of accommodation options in place for young people leaving care and housing related support is available for young people who need it.	Accommodation being accessed by young people leaving their final care placement
6. Protocols are in place between Children’s Services and Adult Services, which ensure that young people who have been	Care leaver protocol between Children’s Services and Adult Services	

	assessed as having enduring care needs are assessed for adult social care accommodation services during the early stages of their transition to adulthood.	
	7. Care Leaver Pathway Plans include a clear focus on assessing and meeting individual housing needs and this is linked to young peoples' wider plans, for example in relation to learning and work.	Pathway Plans Service user feedback
	8. Leaving Care Team includes a housing specialist or other joint working arrangements ensure that young people and their personal advisers have access to the housing information and advice they need.	Housing specialist in Leaving Care Team or clear process for accessing advice outside of the Team  Young people and leaving care staff feel well informed about accommodation options and the processes for accessing them.
	9. Local authority is extending foster care placements into supported lodgings placements which provide care leavers at 18+ years with stability	Local authority care leaver housing policy Local authority involved in Staying Put pilots
<b>5. All PSA16 groups in settled and/or suitable accommodation</b>	<b>Context indicator</b>	
	1. Number of vulnerable people achieving independent living (NI 141)	Quarterly local authority returns to CLG through the Supporting People Local System
	2. Number of vulnerable people who are supported to maintain independent living (NI 142)	Quarterly local authority returns to CLG through the Supporting People Local System
	3. Local authority / RSL vacant dwellings	CLG by region
	4. Local authority strategies include an appropriate range and volume of housing provision for PSA16 client groups (e.g. supported housing, private rented sector accommodation, social housing).	Local authority strategies: Community Safety Strategy, Housing Strategy, Homelessness Strategy, Support People Strategy

		<p>Housing Needs survey</p> <p>PSA16 client groups on local authority housing register</p> <p>Multi-agency housing panels</p>
	<p>5. Local authority has service level agreements and protocols in place with housing and housing support providers to ensure effective joint working and learning to achieve housing outcomes for PSA16 groups</p>	<p>Service Level Agreements</p> <p>Service protocols</p>
	<p>6. Local authorities demonstrate they systematically review how effective their provision is for PSA16 groups, including tenancy/floating support services - e.g. via CLG accommodation self-assessment toolkit or through a local needs assessment</p>	<p>LA documents showing review of housing service effectiveness for PSA16 groups – e.g. using CLG accommodation self-assessment toolkit</p> <p><a href="http://www.communities.gov.uk/publications/housing/accommodationtoolkit">http://www.communities.gov.uk/publications/housing/accommodationtoolkit</a></p>
	<p>7. Local authority housing department and / or Housing Options service has an effective named contact for each PSA16 client group or for vulnerable adults as appropriate. These contacts have the responsibility and expertise to deliver housing outcomes for these groups.</p>	<p>Named contact(s) in LA housing department and / or Housing Options service for PSA16 client groups</p>

## Supporting vulnerable adults into education, employment and training

Performance theme	Performance / context indicator	Source of data / evidence
<b>6. Adults with learning disabilities in employment</b>	<b>Performance indicator</b>	
	1. Proportion of adults with learning disabilities in employment (NI 146)	Quarterly data from the Information Centre (KS1)
	<b>Context indicator</b>	
	2. Proportion of adults with learning disabilities in employment by number of hours <sup>4</sup>	Quarterly data from the Information Centre (KS1)
	3. Number of people with learning disabilities employed in local public sector	Annual reports from Learning Disability Partnership Boards
	4. Local authority has reviewed its day services and supported employment contracts and investment in the light of Valuing Employment Now.	Local authority Valuing Employment Now action plan
	5. Person centred reviews for young people 14-19 years old with statements of Special Educational Need who have a learning disability include planning for paid employment <sup>5</sup>	Annual reports from Learning Disability Partnership boards.
6. Young people with learning disabilities in years 10 and 11 at school undertake meaningful work experience in community settings or have Saturday or holiday jobs	Local authority Valuing Employment Now action plan Feedback from young people	

<sup>4</sup> *Valuing Employment Now* (2009) aims for adults with a learning disability to work 16+ hours per week when this is possible:  
[http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH\\_101401](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_101401)

<sup>5</sup> An agreed action within *Valuing Employment Now* (2009) is that by 2012, all young people with statements of Special Educational Need who have a learning disability will have person centred reviews from 14-19 which actively involve the young person and their family.

	7. Young people (aged 16+) are supported by active involvement of supported employment agencies	Contracts and client monitoring reports from supported employment providers  Feedback from young people
	8. People with learning disabilities are using or planning to use personal budgets for employment support	Local authority records of adults with a learning disability who have an individual budget and an associated support plan that includes employment support. Service user feedback
<b>7. Adults in contact with secondary mental health services in employment</b>	<b>Performance indicator</b>	
	1. Proportion of adults in contact with secondary mental health services in employment (NI 150)	Quarterly data from the Information Centre
	<b>Context indicator</b>	
	2. Regional employment rate of people with mental health problems	Labour Force Survey – regional data
	3. Local authorities are actioning recommendations in Work, Recovery and Inclusion	Local authority Work, Recovery and Inclusion action plan  Broader mental health work plans / strategies
	4. Area is using Individual Placement Support <sup>6</sup> (IPS) or similar approach	IPS or other assessment documents / plans
5. Locally the Care Programme Approach has a clear focus on assessing and meeting individual employment needs	Care Plans Service user feedback	

<sup>6</sup> *Individual Placement and Support* (IPS) is an evidenced based approach to vocational support for those in secondary mental health services. It involves assessing someone's skills and preferences relatively quickly and then attempting to place them in employment settings which are consistent with their abilities and interests. They can then develop their skills in the work environment while being provided with ongoing support. Support is also provided to the employer and direct to the workplace if necessary in order to ensure maintenance of the placement.

<b>8. Offenders under probation supervision in employment at end of order or licence</b>	<b>Performance indicator</b>	
	1. Proportion of offenders under probation supervision in employment at the end of their order or licence (NI 144)	Quarterly data from OASys (Offender Assessment System)
	<b>Context indicator</b>	
	2. Proportion of offenders under probation supervision at the end of their order or licence by employment history	Quarterly data from OASys (Offender Assessment System)
	3. Proportion of offenders under probation supervision at the end of their order or licence by work related skills	Quarterly data from OASys (Offender Assessment System)
	4. Proportion of offenders under probation supervision at the end of their order or licence by problems with reading, writing, literacy	Quarterly data from OASys (Offender Assessment System)
	5. Prisons, probation and Jobcentre Plus regularly work with employers to generate employment opportunities for offenders.	Local employers report that they have links with prisons, probation and Jobcentre Plus and employ offenders
	6. Crime and Disorder Reduction Partnerships take action on improving offender employment rates.	CDRP action plan
7. Offender Sentence Plans have a clear focus on assessing and meeting employment needs	Offender Sentence Plans Service user feedback	

<b>9. Care leavers in education, employment or training at age 19</b>	<b>Performance indicator</b>	
	1. Proportion of former care leavers aged 19, who had left care aged 16 or over, who are in employment, education or training (NI 148)	Quarterly local authority returns to DCSF (SSDA903)
	<b>Context indicator</b>	
	2. Proportion of former care leavers aged 19, who had left care aged 16 or over, who are in employment, education or training by activity status (higher education, education other than higher, employment, training, NEET)	Quarterly local authority returns to DCSF (SSDA903)
	3. Proportion of former care leavers aged 19, who had left care aged 16 or over, who have a disability	Quarterly local authority returns to DCSF (SSDA903)
	4. Proportion of former care leavers aged 19, who had left care aged 16 or over, by strengths and difficulties questionnaire score (emotional symptoms, conduct problems etc)	Quarterly local authority returns to DCSF (SSDA903)
	5. Proportion of former care leavers aged 19, who had left care aged 16 or over, who have a substance misuse problem	Quarterly local authority returns to DCSF (SSDA903)
	6. Local authority is taking part in <i>From Care2Work</i> and has an action plan for supporting its care leavers into employment	<i>From Care2Work</i> action plan
	7. Local authority Leaving Care Team has established contacts with local education providers and Connexions workers to provide education and training support for care leavers.	Protocols between Leaving Care Teams and colleges and universities to help care leavers continue their education
8. Care leaver Pathway Plans include a clear focus on assessing and meeting education, employment and training need	Pathway Plans Service user feedback	

	9. Leaving Care Team has access to an effective education, employment and training specialist to support policy development and advise and support on individual cases	Education, employment and training specialist in Leaving Care Team or clear process for accessing advice outside of the Team
	10. Local authority provides training for foster carers and children's home staff on how they can best support care leavers into EET	Training documentation and evidence from annual reviews of foster carers Carers / staff feedback
<b>10. All PSA16 groups in employment</b>	<b>Context indicator</b>	
	1. Unemployment rate	Labour Force Survey, by region
	2. Benefits claimant count	Nomis <sup>7</sup>
	3. Benefits claimant count by Jobcentre Plus PSA16 relevant markers (mental health, offender etc)	Nomis
	4. Jobcentre Plus job vacancies in area by occupation, duration, industry	Nomis
	5. Local Strategic Partnership has set out a local vision and action plan with clear lines of responsibility and accountability for tackling worklessness amongst vulnerable groups, including PSA16 groups	From April 2010, Local authority economic assessment and work and skills plan <sup>8</sup>  Local authority accessing national funding streams to focus on PSA16 employment e.g. Future Jobs Fund  PSA16 referrals from local authority services to Jobcentre Plus and other local supported employment agency provision

<sup>7</sup> Nomis is a service provided by the Office for National Statistics, ONS, to give you free access to the most detailed and up-to-date UK labour market statistics from official sources: <https://www.nomisweb.co.uk>

<sup>8</sup> <http://www.communities.gov.uk/publications/citiesandregions/localeconomicassessmentsconsult>

		Jobcentre Plus offices have an effective named contact for PSA16 client groups who have responsibility and expertise for delivering employment outcomes for these groups(e.g. Mental Health Co-ordinator, Disability Employment Advisor, Incapacity Benefits advisor)
	6. Local authority is taking steps to employ more people from PSA16 client groups within the authority or across partner agencies	Local authority HR policy, records and practice e.g. demonstration of reasonable adjustments such as easy-read documents and working interviews for people with learning disabilities  Local Authority using PSA16 section of <i>Leading by Example</i> toolkit <sup>9</sup> and implementing an action plan
	7. Local authority using procurement of goods and services as a driver to increase employment of PSA16 clients	Local authority procurement strategy
	8. Local authority Housing Options or Housing Advice service signposts people to advice and support on finance, benefit and debt and employment where appropriate.	Local authority Housing Options service structure
	9. Peers are employed to deliver services to PSA16 client groups as is useful and appropriate.	Peer advice, mentoring etc schemes

<sup>9</sup> [Leading by Example link to website](#)

## Effective local structures and practices

Performance theme	Performance / context indicator	Source of data / evidence
<b>11.PSA16 datasets</b>	<b>Context indicator</b>	
	1. PSA16 partners are recording, and sharing as appropriate, accurate and timely PSA16 data (Probation, Leaving Care services, Mental Health Trusts, PCTs and Councils with Adults Social Services responsibilities)	PSA16 data records in partner agencies  Feedback from PSA16 data team
	2. Local authority has set PSA 16 related targets for National Indicators (LAA or Local)	PSA16 action plan  Relevant Local Authority strategies e.g. Community Safety Strategy; Housing Strategy; Employment and Skills Strategy
<b>12.Effective local joint working structures</b>	<b>Context indicator</b>	
	1. Local Strategic Partnership (LSP) includes accommodation and employment provision for PSA16 groups in their JSNA and service planning.	Local authority Community Strategy JSNA documents
	2. Local authority / LSP / Jobcentre Plus / Probation / Health and other service strategies and delivery plans clearly demonstrate meaningful user involvement of PSA16 client groups in planning service provision	Local authority / LSP citizen panels / forums; consultations; vulnerable groups represented at meeting groups
	3. Local authority / LSP strategies and delivery plans effectively involve frontline and third sector delivery and experience in service planning and commissioning for PSA16 client groups.	Local authority / LSP forums; consultations; meeting groups

	4. LSP engages in joint commissioning of services for PSA16 groups e.g. between health, social care and employment services	Joint commissioning for supporting people to access and maintain homes and jobs e.g. job coaches, floating support, mentoring
	5. Local services involved in delivering PSA16 outcomes have agreed data sharing protocols between relevant agencies	Data sharing protocols between service delivery partners
<b>13.Support for the workforce</b>	<b>Context indicator</b>	
	1. Local authority / Jobcentre Plus / Probation / Health and other partners provide joint learning and training opportunities for staff delivering housing and/or employment services to PSA16 client groups (e.g. lead professionals, Housing Options staff, Community Mental Health Team, Leaving Care Team, Learning Disability Teams, prison and probation staff)	Networking events  Training events and documents
<b>14.Sharing learning and positive practice</b>	<b>Context indicator</b>	
	1. Local area shares its own good practice in achieving PSA16 outcomes and learns from others' good practice	PSA16 delivery partners (local authority, prison and probation, Leaving Care Team, Mental Health Trust, Learning Disability Team etc) are aware of and use Link Up Link In <sup>10</sup> ; and hold and attend good practice events
	2. Local authority / Jobcentre Plus / NOMS / Health participate effectively in regional activities contributing to improved PSA16 performance.	Local authority has an active PSA16 representative participating in regional support events with the authority to bring good practice and learning back into their work.

<sup>10</sup> Link Up Link In is a resource to support joint working among frontline professionals who work with vulnerable people, helping them into employment and accommodation. The website includes case studies, guidance and useful information about collaborative working: [www.hmg.gov.uk/linkuplinkin](http://www.hmg.gov.uk/linkuplinkin)