

Maritime Charities Funding Group

Accommodation, Care and Support Strategy for Older Seafarers and their Dependants

Report for MCFG

April 2010

Maritime Charities Funding Group

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1 Introduction

The Maritime Charities Funding Group (MCFG) commissioned the Institute of Public Care (IPC) to support the development of a vision and strategy for future older seafarer accommodation, care and support services within the seafarer sector.

The role of MCFG is primarily concerned with promoting the best use of resources among the seafarer charities, through:

- Encouraging best practice.
- Sharing information on grant applications, and the funding of grants for major projects.
- Sharing data and information amongst members.
- Seeking to harmonise grant making procedures.
- Jointly funding projects and research to the overall benefit of seafarer charities.

The vision and strategy proposed in this report have been developed to take account of the need for change, given the major challenges facing the sector. IPC recommends that MCFG consider the adoption of this vision and strategy to enable the step change required in the quality of support and care for older seafarers and their dependants.

This report presents IPC's recommendations on:

- A vision statement setting out the outcomes MCFG should be seeking to achieve for older seafarers and their dependants.
- A strategy to deliver this vision which combines:
 - A review of current grant making approaches.
 - A review of the role MCFG should play in supporting the delivery of the strategy.
 - A suggested programme of support for seafarer providers who may need to develop new skills and services to deliver the vision and meet the challenges of supporting an ageing seafarer population.

In addition to this report, IPC have produced a public executive summary and a range of supporting reports and appendices which are intended to inform and act as a resource for seafarer charities more widely:

Policy Context and Themes

A review of national policy and strategic direction in the four countries of the United Kingdom, highlighting those issues of particular relevance for older seafarers and providers of housing and related services.

Demand and the current provider market

The identification of the key characteristics of older seafarers as they compare with the older population generally to identify the key issues for the development and delivery of services. An overview of the current provider market in the sector and the challenges it faces.

Appendices

Appendix 1: Illustrative examples of older seafarers who have moved in to seafarer services.

Appendix 2: The current provider market

Appendix 3: Good practice examples.

Appendix 4: Glossary of key terms used in documents.

Appendix 5: Design standards.

2 Why Change? Why Now?

The current seafarer provider market is diverse and complex. Some providers have embraced the changing operating environment, have reviewed their services to inform future development, and have the resources and capacity to adapt accordingly. Some providers will find existing services unsustainable without reconfiguration and others will struggle to meet the needs of an ageing population with increasing care and support needs. For example, there is an awareness of Lifetimes Homes¹ standards amongst housing providers, as well as recognition that some stock is no longer able to meet those standards, and cannot support independent living. Some providers are struggling to provide long term housing in buildings designed for short term use only. There is therefore a need to improve housing quality. This section sets out the key changes that the sector needs to be able to respond to, and the implications of them for providers.

Changing needs and expectations: The traditional models of housing, care and support for older people have been challenged, and are changing, in the light of demographic pressures, increasing life expectancy, and changing expectations. Older people, including older seafarers, consistently express their preference for remaining within their own home. There is an increasing focus on enabling older people to remain within their own homes through community based care and support. There is a move away from residential care and sheltered housing, towards new models of well-designed housing that meet "Lifetime Homes" standards² and with flexible approaches to care and support that encourage and promote independence. Recognising that the older population is living longer, services are also being required to meet the needs of increasingly old and frail people, with growing numbers of people with dementia. Seafarer providers need to review their services and, along with many mainstream providers, consider whether their services have become outdated and are not capable of effectively meeting the needs and preferences of older seafarers. Do staff have the expertise to deliver effective services? Does the design of the buildings promote independence?

Increasing competition: There is an increasing emphasis from government on people having greater choice over what services they receive and who is to deliver them.³ Although there are specialist seafarer providers, the size of the older seafarer population means that the majority of older seafarers and their dependants will be accessing mainstream services in addition to, or instead of, seafarer specific services. Seafarer services will be competing with mainstream services for service users. Unless providers ensure they are providing services in line with expectations and capable of competing with mainstream services in terms of quality, service design and choice, providers will increasingly struggle to find older seafarers who choose their services. Some are already experiencing reducing demand. If providers are to survive in this increasingly competitive market, they need to consider whether their services are fit for the future and can meet expectations.

¹ See Glossary for further information about Lifetime Homes standards

² See Appendix 5 for further information about Lifetime Homes Standards

³ For further discussion of the implications of the personalisation agenda see the supporting document: "Policy Context and Themes"

The economic climate: An additional urgency is the current economic climate which means that external funding is increasingly focused on services which reduce the need for more expensive care and support, notably health services but also institutional forms of care. Services need to demonstrate the outcomes they are achieving for older people, and particularly the role they play in preventing deterioration or crises in physical and mental health and wellbeing. If seafarer providers are to be able to access either capital or revenue funding from non-maritime sources they will need to be able to demonstrate how they are meeting this agenda. For some providers the design of their buildings and the lack of staff resources and expertise mean this would be very difficult if not impossible. This could clearly threaten their future viability.

Ensuring older seafarers are not disadvantaged: There are particular health issues faced by older seafarers, which mean they are often more likely to need care and support than the general older population⁴. Seafarer providers face a challenge in ensuring their services are designed to be capable of meeting these needs and contribute positively to the health and wellbeing of older seafarers. Clearly the seafarer sector needs to consider how to ensure older seafarers are not disadvantaged if they receive seafarer services rather than having their needs met by mainstream services.

Maintaining good governance: In a rapidly changing environment, trustees need to be able to make good business decisions which promote the development and delivery of sustainable, high quality services to meet the needs of older seafarers. Historically, for a number of providers, trustees have not had access to expertise in the specialist area of older people's housing, care and support. There are also a number of providers who struggle to replace trustees. The sector need to recognise that additional support may be needed if charities are to tackle these issues effectively, and continue to make best use of maritime resources.

⁴ See supporting documentation: Demand and the provider market

3 The Vision

Given the challenges facing the sector, the funding constraints, and in order to facilitate a step change in the quality of care and outcomes for older seafarers and their dependants, it is recommended that MCFG adopts as its vision the aim to achieve the following outcomes:

- Older seafarers are helped to be independent, healthy and happy.
- Older seafarers are able to live in the community and accommodation they want.
- Older seafarers are able to make informed choices about where and how they live.
- Older seafarers with complex needs are able to receive high quality specialist care.

The proposed vision underpins MCFG's desire to make the best use of available resources to support housing, and associated care and support services for older seafarers and their dependants over the next 25 years.

3.1 What does the vision mean?

The proposed vision recognises the national shift towards a focus on the outcomes achieved by a service, and away from inputs, processes and numbers of services delivered. The vision for services for older seafarers and their dependants is described in terms of the outcomes MCFG wishes those services to achieve for individuals. This will help ensure that limited resources are used to achieve the greatest impact for older seafarers. This section considers the implications of the outcomes in more detail.

Outcome 1: Older seafarers are helped to maintain their health and independence

Why is this important? This outcome covers the physical and mental health and wellbeing of older seafarers, and includes the approach to the delivery of services which support them. It is a fundamental principle that services will be designed to maximise the positive health and wellbeing of older seafarers, and will be delivered in a way that promotes independence rather than dependence. This is in keeping with national policy direction and good practice, as well as delivering the outcomes that older seafarers would seek for themselves.

What does this mean for MCFG? This is a broad outcome that goes beyond just accommodation, and takes a more holistic approach to the identification of need and the delivery of services for the older seafarer. This means that, in addressing accommodation, care and support, MCFG will need to:

- Consider funding a wider range of services than those that meet housing need alone. These services will need to actively promote physical and mental health and wellbeing, and the independence of individual older seafarers. Services could include:

- The provision of information and advice, including welfare benefits and housing advice, particularly targeting those in the older seafarer community who are most vulnerable.
- Care and support in the community, through domiciliary care services and social support such as befriending and other services that tackle social isolation.
- Health promotion services which support healthy living particularly targeting those most at risk.
- The provision of assistive technology to enable people to remain in their own home for longer. For example, this could be the provision of a pendant and access to an emergency call centre.⁵
- Transport services which enable older seafarers to access services and opportunities that may support them.
- Promote a partnership approach to the delivery of these services where seafarer providers are unable to deliver the services themselves. This partnership approach could be an ongoing referral arrangement whereby providers can refer individual older seafarers to those who do provide these services and enable them to make informed choices. Alternatively, seafarer providers could fund other organisations to provide these services for their residents.
- Promote an approach that enables independence rather than one which supports or creates dependence. Such an approach would be new in many accommodation, care and support services and would have an impact on staff and their training, on trustees and their skills, and on the design of services.
- Promote the development of housing models which actively support independent living, such as extra care housing.⁶

Outcome 2: Older seafarers are able to live in the community and accommodation they want.

Why is this important? This outcome recognises that older seafarers, along with the wider older population, want to be able to choose where they live and that what is particularly important to them is being able to stay within their own home and community. Where a move out of their home is necessary, staying within their community becomes even more important. For some seafarers staying within the seafaring community is more important than staying in a geographical community. This is typically the case where strong links have not been formed in local or other communities.

What does this mean for MCFG? This outcome creates challenges for the seafarer providers, as well as some opportunities. MCFG will need to:

- Consider funding a wider range of services that will enable older seafarers to remain within their own homes and which may not be accessible from mainstream services. These could include:

⁵ See glossary for an explanation of assistive technology, and the good practice examples for how it can be used.

⁶ See glossary

- Home improvement services which, for example, provide basic adaptations to homes such as stairlifts, ramps or grab rails.
- Housing advice services which support older seafarers in making choices about their future homes.⁷
- Ensure providers take these older seafarer preferences into account in developing new and reviewing existing services. For example, providers will need to be aware of other provision within communities which might be more attractive in terms of location (or design) and meet this preference for remaining within communities. Equally, the degree to which seafarers will choose to leave their communities, even for seafarer specific accommodation, needs to be monitored given the demographic trends and these increasing expectations in the wider sector.
- Encourage providers to explore working in partnership to deliver sustainable services which support this outcome. This could be through:
 - Developing shared housing developments with mainstream providers, with a proportion of the accommodation reserved for older seafarers.
 - Providing seafarer specific support and outreach services into mainstream provision where older seafarers live.
 - Providing alternative opportunities for social interaction between older seafarers, such as social events in local meeting places.

Outcome 3: Older Seafarers are able to make informed choices about where and how they live.

Why is this important? It is self evident that people want to be able to make choices about where and how they live, and this desire is now being supported in national policy, particularly in England where there is a strong emphasis on the “personalisation” agenda.⁸ However, the ability to make choices is restricted if individuals do not have information about what services are available, and which services might best support them to achieve the outcomes they seek for themselves. Someone with restricted mobility may not be aware of the impact housing adaptations could have on their lives, nor of alternative better designed housing options in the local area; their apparent choices would then be limited.

What does this mean for MCFG? This outcome again widens the potential services beyond just housing, and demands that seafarer providers have a good knowledge of their residents, the local community, and the services provided there, and provide an individualised approach to service delivery. It means MCFG will need to:

- Consider funding a wider range of services, including:
 - Bespoke information services for older seafarers about the options available for them.
 - Training programmes for staff working with older seafarers to ensure they have a good understanding of the potential needs of older people, and the services available to support them.

⁷ See good practice examples for approach to housing advice services.

⁸ See Section 2: Policy Context and Themes for more discussion of the personalisation agenda.

- Promote existing seafarer information services and ensure they are accessible to older seafarers as well as their families and carers.
- Raise awareness of the needs of older seafarers, particularly where there are known concentrations of population, with local authorities, primary care trusts (or equivalent), and mainstream housing, care and support providers.

Outcome 4: Older Seafarers with complex needs are able to receive high quality specialist care.

Why is this important? The consideration of the demand for services⁹ highlights a number of areas where the health of older seafarers appears to be worse than that of the older population in general. In addition, as people age they have a greater chance of developing age related conditions, such as dementia, hearing and sight loss. This means that an increase in the number of older people in the population will be linked to an increase in the number of people with age related conditions. While we know that the number of older seafarers will decline over time, some older seafarers and their dependants will develop age related conditions and some will have complex needs that have developed in earlier life. This suggests that there will be numbers of older seafarers who will need specialist care at some point, whether this is brought into their homes or provided in a specialist setting.

What does this mean for MCFG? MCFG will have to encourage providers of housing, care and support services to consider how they could meet these complex needs either themselves or in partnership with specialist providers. MCFG will need to:

- Consider funding a wider range of services, which could include:¹⁰
 - Respite services to support carers.¹¹
 - Specialist advisors to support staff working with older seafarers who have complex needs and live in non-specialist seafarer accommodation.
 - Advice and information services specifically targeting carers of older seafarers with complex needs, including dementia.
 - Housing aids and adaptation which enable people with disabilities to remain living independently.
 - Models of housing, particularly extra care housing, which are designed to enable complex needs to be met within them.
- Promote awareness of specialist health and care needs amongst providers (both trustees and staff) to ensure that services are capable of meeting them either directly or through other services.
- Raise awareness amongst providers of existing specialist seafarer services to ensure these services are accessed where appropriate.
- Encourage an ethos amongst providers of seafarers' services that people with complex needs are enabled to remain within their own homes, with appropriate support, for as long as the individual wishes and it is practicable to do so.

⁹ See Demand and the Provider Market

¹⁰ See good practice examples for approaches taken by other providers.

¹¹ See glossary for description of respite services.

4 The Strategy

To achieve this vision for older seafarer housing, care and support services, MCFG will need to encourage providers to consider their role in local communities, their relationship with the local care and support market for older people, and how they can best achieve the four outcomes for older seafarers. In particular, MCFG will need to stimulate partnership working with other providers of services for older people both within the sector, and in the wider community, with an approach which considers the overall pathway for the individual through the range of services they need.

It is proposed that MCFG's strategy to deliver this vision should consist of the following elements:

- A review of funding: there should be clear priorities about how funding should be directed, with clear information, guidance and support for providers to enable them to plan their services and access available funding.
- A review of the role of MCFG: this should consider how a national group should be configured to most effectively deliver the vision.
- The delivery of support for providers: if the MCFG is to encourage the modernisation and improvement of services to seafarers through its funding mechanism it will need to recognise and respond to the considerable challenge that this will pose to some organisations.

Each element of this strategy is described in more detail below.

4.1 A review of grant funding

To play its part in ensuring delivery of the four outcomes for older seafarers and their dependants, it is vital that MCFG makes the best use of limited resources. This suggests applying a tighter focus to funding and setting out a transparent framework to enable providers to understand specific MCFG and broader public policy priorities as they make their applications.

It is recommended that, from 2010 (or at an early date to be defined by MCFG), all applications for funding through MCFG will need to demonstrate that they comply with:

- Three overarching funding principles applicable to all funding applications, with effect from 2010 (or at a date defined by MCFG).
- A range of funding criteria which ensure services are designed to achieve the outcomes for older seafarers described above. These criteria will be applied in two stages to take account of the changes in approach that some providers will need to make.

4.1.1 Funding Principles

The overarching principles that all funding applications (regardless of the nature of the service) will need to demonstrate compliance with are:

- The service is designed to meet the needs of older seafarers and their dependants, rather than other older people. Where a proportion of the

service is intended for other older people, an application can only be made for the seafarer proportion of the service's total funding and evidence will need to be provided on how the proportion was determined.

- The service is financially viable, with:
 - A demonstrable future demand for the service.
 - An exit strategy which would be adopted if demand for the service fails.
 - Robust governance arrangements which include access to a range of skills and expertise including knowledge of older people services.
- The applicant has explored the potential for funding from other sources, including match funding, and has defined all applications made and their results and set out reasons for not approaching other funding sources.

4.1.2 Funding Criteria

MCFG will adopt the following criteria in assessing members' contributions to achieving these outcomes. Applications for funding will be expected to demonstrate how they meet these criteria, as appropriate.

Purpose of the service:

- The proposed service actively seeks to contribute to one or more of the following for older seafarers:
 - Physical health and wellbeing.
 - Mental health and wellbeing.
 - The promotion of independent living.
- The proposed service actively seeks to support older seafarers to remain within their own home or community.
- The proposed service actively seeks to deliver informed choice for older seafarers and their dependants.

Design of the service:

- The provider will offer evidence of how the proposal meets relevant national standards as applicable in their country.
- The proposed service will be delivered in a way which enables independence for older seafarers rather than dependence.
- Where the service is accommodation based, and funding is sought to refurbish or improve existing accommodation, the provider will demonstrate they are working towards design standards which promote independent living, as set out in Appendix 4. New housing developments will need to be designed to these standards, with any compromises justified.
- There is evidence that staff and trustees have undertaken, or are committed to, training that will support delivery of the four outcomes.
- Providers will provide evidence of their approach to supporting people who have complex needs. This is likely to include partnership arrangements and staff training.

Working in partnership:

- The proposed service demonstrates working in partnership with other services to deliver these outcomes where providers are unable to do so themselves. Partnerships may be formal arrangements (including, for

- example, buying in services), or informal arrangements (for example, information is shared).
- Where there is statutory duty on a state agency to provide the proposed service, the provider will demonstrate partnership working with the agency, and support for individuals to access these statutory services. The provider will not seek to replace statutory services.

Sustainability of the service:

- There is evidence of ongoing demand for the service, and of demand to support the application.
- There is evidence of the ongoing financial viability of the service.

4.1.3 Timescales

It is recommended that the overarching funding principles should be applied as early as possible. However, in recognition of the change that is required for some providers, it is recommended that MCFG should apply the funding criteria in two stages:

- 2010 – 2015: All applications for funding will need to demonstrate how they intend to deliver the outcomes for older seafarers through meeting the relevant funding criteria. It will also be necessary to set out a clear action plan with timescales by which outcomes will be delivered.
- 2015 onwards: All applications for funding will need to demonstrate how they deliver outcomes and meet all of the relevant funding criteria.

4.2 The future role of the Maritime Charities Funding Group

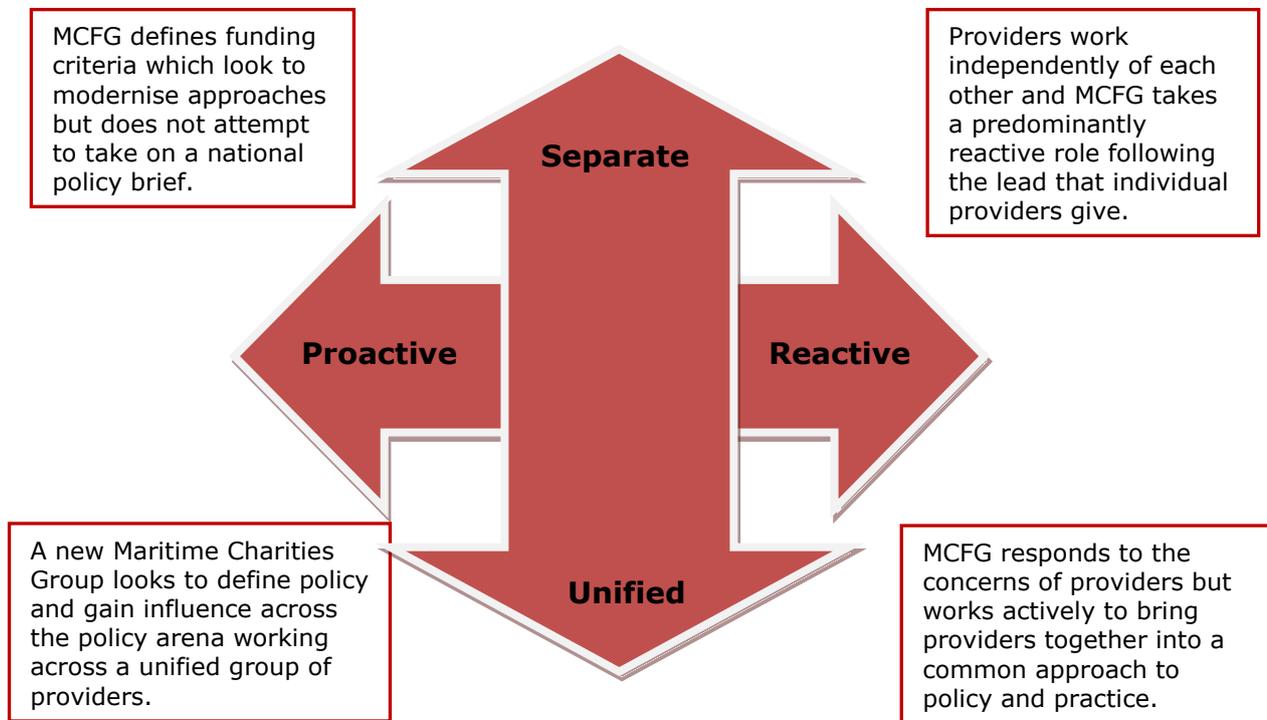
There are a number of key issues in this strategy which raise questions about the future role of MCFG in supporting its delivery. These are:

- The diverse nature of the provider market and of the population it seeks to provide for.
- The degree to which providers have been able to review and reconfigure their services to ensure they are fit for the future.
- The need to work in partnership with mainstream older people providers to ensure the outcomes are achieved for older seafarers.
- The level of support providers may need to deliver this vision.
- The limited amount of resources available from MCFG, and therefore the need to ensure seafarer providers are able to access other sources of funding.

In addition in a national context of diminished funding for the public sector combined with a growth in demand from older people due to population increase it would be very easy for the needs of a declining population such as seafarers to be lost. There may be an increasing need to demonstrate the needs of this community and bring these to the attention of national and local government and of the independent sector.

These issues have led to a consideration of the role of a national maritime charities group within the sector and how it could take this agenda forward. The matrix below has been designed to illustrate the different options:

Fig 1 Options for a future MCFG role



MCFG may consider there are significant benefits for the sector if it works towards a proactive and unified approach to delivering the strategy. This would clearly take the group's remit beyond that of a funding group, and would suggest that a new group should be formed that brought together seafarer providers and funders. This new group (identified above as a Maritime Charities Group) would enable the sector to develop policy, promote good practice and shared learning, and act as a voice for the sector in promoting the needs of older seafarers at a local, regional and national level.

An alternative approach would be more evolutionary with MCFG moving towards a Separate Proactive approach initially, concentrating on defining the funding criteria more tightly, before coming to a view about its potential role in influencing policy more overtly.

4.3 The delivery of support to providers

If the MCFG is to encourage the modernisation and improvement of services to seafarers through its funding mechanism it will need to recognise and respond to the considerable challenge that this will pose to some organisations. It is proposed that there should be a programme of support that would be available to seafarer providers in order to help facilitate organisational change. It may worth considering providing this support on a pilot basis, both to test what is most effective, and to demonstrate to the wider sector what can be achieved.

Further details of this possible support and how it could be made available are provided in the appendix to this document, but are likely to include:

- Support with business planning for smaller charities.
- Helping providers to make links with local authorities and registered providers.¹²
- Providing advice on overcoming restrictive covenants.
- Support with funding applications
- Advice on good practice for the design and delivery of housing, care and support services.
- Advice for MCFG and providers on qualitative and quantitative evidence and performance issues.

¹² Previously known as registered social landlords or housing associations.

Appendix A: Taking the Strategy Forward

1 Preamble

This document has been presented in the form of an agreed proposal, but should be read at this stage as a proposal from IPC for discussion within the Maritime Charities Funding Group. It sets out the type of implementation support that could be provided by MCFG.

2 Introduction

The Maritime Charities Funding Group (MCFG) has developed a vision and strategy for facilitating a step change in the quality of housing, care and support services for older seafarers through seeking to deliver the following outcomes:

- Older seafarers are helped to be independent, healthy and happy.
- Older seafarers are able to live in the community and accommodation they want.
- Older seafarers are able to make informed choices about where and how they live.
- Older seafarers with complex needs are able to receive high quality specialist care.

MCFG wishes to make the best use of available resources to support the development of housing, care and support services for older seafarers, and has set out clear principles and criteria for the allocation of future funding. These cover four key areas:

- The purpose of the service, and how it contributes to the delivery of these outcomes.
- The design of the service, including issues such as the service ethos, the design of buildings, and the skills and expertise of staff.
- The approach to working in partnership with other service providers to ensure these outcomes are delivered for individuals.
- The sustainability of services, particularly in the light of population changes.

MCFG recognises that the modernisation and improvement of services in this way will present considerable challenge for some of the organisations in the sector. It has therefore asked the Institute of Public Care (IPC) to develop a programme of support that would be available for providers to facilitate organisational change. This document sets out the details of a proposed programme of support with examples of activities that could be undertaken.

3 A Partnership Approach

IPC will work under the guidance of MCFG and with providers to help facilitate the organisational change needed to deliver its strategy. IPC can offer a wide range of skills and expertise in organisational transformation across the housing,

health and social care sectors, and would expect to utilise this in supporting the implementation of the strategy.

It is proposed that this support would take the form of a two year partnership arrangement between MCFG and IPC which would provide:

- Access to a range of practical approaches and tools sourced or developed by IPC.
- A senior IPC consultant who will agree the programme with MCFG, provide regular reviews of progress and priorities, and agree project activities.
- A 50 day programme of support and development provided by IPC over the two year period.

It is envisaged that this programme will be focused on individual providers and facilitate the reconfiguration or development of their services. In addition, MCFG may wish to provide activities at a regional or national level to benefit a number of providers. The shape of the actual programme will be negotiated with MCFG based on agreed priorities.

4 Overarching activities

In order to stimulate interest and activity IPC would circulate briefing papers to potential funding applicants. This would happen four times during the life of the programme and would provide:

- Updates or changes to the funding criteria or guidance.
- Examples of national developments which could have relevance to seafaring providers.
- Guidance on any new national policy initiatives.
- Examples of developments from within the programme.

In addition to this general support to providers, IPC would provide a six monthly progress report to MCFG. The mechanism for inviting requests for support will need to be developed but is likely to include:

- An initial call by MCFG for requests for support from providers to enable them to develop their organisation to deliver the vision for older seafarer services.
- An assessment of the priority and timescale for the various support activities by MCFG, with the support of IPC.
- The development of a two year programme of work, with detail included for the first year of activity and an outline for the second year.
- A process for calling for and considering subsequent requests for support from the programme.

5 The Provider Programme

There are a number of activities which could be undertaken as part of this programme. The examples given below are intended as illustrations and are based on the issues presented in the development of the Strategy. In addition, attached as an appendix, are further examples of support which could be

provided based on particular scenarios, and with an estimate of the number of days these might take.

The assumption is that an offer of assistance would be made known to providers and they could then make a request to MCFG for support up to a limit of a given amount of time. Requests would be jointly reviewed by MCFG and IPC. Providers could themselves fund additional time if they wish to do so.

5.1 Governance

These support activities are designed to strengthen the governance of providers, focus their business objectives and improve their capacity to deliver MCFG's outcomes:

- Offer workshops for providers in order to raise awareness of national policy affecting older people, and the implications for older seafarers.
- Produce policy and practice briefing papers to support the decision making process for trustees.
- Work with trustees to explore the potential for flexibility within their charitable objectives for reconfiguring their services, and supporting their liaison with the Charity Commission.
- Support the development of business plans to reflect current and changing needs.

5.2 Service Review

A key activity for providers in delivering the vision will be a review of their existing services to understand how they are delivering the outcomes within it, and whether any changes would be required. IPC would be able to provide the following support activities:

- Carry out an options appraisal for providers wishing to review their services, and develop an action plan.
- Assess individual housing schemes using the IPC framework to identify the potential for remodelling or refurbishment.
- Carry out surveys of existing service users to develop an understanding of their housing, care and support needs, to identify unmet needs, and to understand the reasons for their accessing support.
- Review the potential demand for schemes in particular localities, and the impact of the local market on demand.
- Review the potential for partnership work between seafarer providers, or between seafarer and mainstream older people providers, in a particular geographic area.

5.3 Implementing Change

For the Strategy to be taken forward, providers will need to be able to implement change. For some providers this will be beyond their existing resources, whether this is from a staff or trustee perspective. IPC could offer the following support activities:

- Support funding applications, to MCFG and other funders. This could include the identification of alternative sources of funding, liaison with funders, and support in completing applications including providing the evidence of the impact of any new services and the fit with local and national policy.
- Facilitate meetings with local, regional or national government to support the development of services, and enhanced partnership working.
- Produce briefing papers about local seafarers and their specific needs to influence local and regional policy making.
- Assess staff training needs followed by the development and provision of training programmes.
- Provide advice and support on the design and delivery of housing, care and support services which meet the requirements of the Strategy.

5.4 Monitoring Delivery

MCFG will need to understand progress in delivering the Strategy, and monitor the outcomes achieved for older seafarers. Providers will need to develop mechanisms to monitor the effectiveness of services. IPC would therefore offer the following support activities:

- Support MCFG to develop a monitoring system that measures the outcomes achieved for older seafarers through its funding activities.
- Support for providers to identify qualitative and quantitative evidence of the impact of their services for older seafarers.

6 Programme Logistics

It is proposed that this partnership programme would take place from 2010 to 2012

Activity	IPC Days 2010-2011	IPC Days 2011-2012
Formal meetings with MCFG	2	2
Additional considerations for support and reviewing documentation, follow up phone calls	2	2
Preparation and distribution of two briefing papers per annum	5	5
Support to providers	30	20
Total	39	29

IPC would charge £750 per day for this programme, with an indicative cost of £29,250 in the first year and £21,750 in the second, plus VAT and expenses. If any days remained from the two years of the programme MCFG could allocate those either to providers or on further activity for the funding group. Equally

MCFG could purchase additional time if they felt this was necessary to support demand from providers.