



Communities and Equalities Scrutiny Committee

Date: Tuesday, 11 October 2022

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

Access to the Council Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension.

There is no public access from any other entrance.

Filming and broadcast of the meeting

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Membership of the Communities and Equalities Scrutiny Committee

Councillors - Hitchen (Chair), Azra Ali, Benham, Chambers, Connolly, M Dar, Evans, Hilal, Hussain, Iqbal, Johnson, Ogunbambo, H Priest, Rawson, Whiston, Wills and Wilson

Agenda

1. Urgent Business

To consider any items which the Chair has agreed to have submitted as urgent.

2. Appeals

To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.

3. Interests

To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.

4. Minutes

To approve as a correct record the minutes of the meeting held on 6 September 2022.

Pages
5 - 12

5. [10.05 - 10.40] Homelessness

Report of the Director of Housing Operations

Pages
13 - 90

This is a short update report on the plans for winter for people who sleep rough and the new Commissioning Strategy for the Homelessness Service.

6. [10.40 - 11.15] Armed Forces Covenant Update and Annual Report

Report of the Strategic Director of Children and Education Services and Strategic Management Team Armed Forces Champion

Pages
91 - 110

This report introduces the Armed Forces Covenant Annual Report for 2021/22 which is presented to Council each year as part of the commitments made under the Covenant, providing an opportunity to reflect upon progress made against the Covenant Action Plan.

This report also introduces the Armed Forces Act 2021 which will place new statutory duties upon councils and other statutory bodies to have due regard to the principles of the Covenant when exercising certain housing, education, or healthcare functions.

7. **[11.15 - 11.50] Manchester Playing Pitch and Outdoor Sport Strategy - to follow**

8. **[11.50 - 12.00] Overview Report**

Report of the Governance and Scrutiny Support Unit

Pages
111 - 122

The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.

Information about the Committee

Scrutiny Committees represent the interests of local people about important issues that affect them. They look at how the decisions, policies and services of the Council and other key public agencies impact on the city and its residents. Scrutiny Committees do not take decisions but can make recommendations to decision-makers about how they are delivering the Our Manchester Strategy, an agreed vision for a better Manchester that is shared by public agencies across the city.

The Communities and Equalities Scrutiny Committee examines the work of the Council and its partners relating to reducing levels of crime, community cohesion, older people and equality and inclusion.

The Council wants to consult people as fully as possible before making decisions that affect them. Members of the public do not have a right to speak at meetings but may do so if invited by the Chair. If you have a special interest in an item on the agenda and want to speak, tell the Committee Officer, who will pass on your request to the Chair. Groups of people will usually be asked to nominate a spokesperson. The Council wants its meetings to be as open as possible but occasionally there will be some confidential business. Brief reasons for confidentiality will be shown on the agenda sheet.

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Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk.

Smoking is not allowed in Council buildings.

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Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This agenda was issued on **Monday, 3 October 2022** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension (Library Walk Elevation), Manchester M60 2LA

Communities and Equalities Scrutiny Committee

Minutes of the meeting held on 6 September 2022

Present:

Councillor Hitchen - In the Chair
Councillors Benham, M Dar, Evans, Hilal, Hussain, Iqbal, Ogunbambo, H Priest, Rawson, Whiston, Wills and Wilson

Also present:

Councillor Midgley, Deputy Leader
Councillor Rahman, Statutory Deputy Leader
Councillor Hacking, Executive Member for Skills, Employment and Leisure
Councillor Lynch, Lead Member for Women
Rebecca Livesey, MCRactive
Yawar Abbas, MCRactive
Chief Superintendent Rob Cousen, Greater Manchester Police (GMP)
Chief Inspector Adam Wignall, GMP
Andrew Roberts, Probation Service
Stuart Tasker, Probation Service
Spencer Davies, The University of Manchester
Superintendent Chris Downey, GMP
Phil Hoyland, City of Manchester Learning Partnership

Apologies:

Councillors Azra Ali, Chambers, Connolly and Johnson

CESC/22/30 Minutes

Decision

To approve the minutes of the meeting held on 19 July 2022 as a correct record.

CESC/22/31 Minute's Silence – Pakistan Floods

The Committee held a minute's silence for the people affected by the floods in Pakistan. A Member informed the Committee about work taking place in Manchester to support those affected, including containers of items donated by Manchester residents which would be shipped to those affected. He reported that the Leader had met with the Consul General of Pakistan and MP Afzal Khan to discuss what other support Manchester could provide.

CESC/22/32 Manchester Sport and Physical Activity Strategy Update and Proposed Refresh

The Committee received a report of the Strategic Director (Neighbourhoods) which highlighted the progress that had been made to date in delivering Manchester's Sport and Physical Strategy and the amendments that were proposed to ensure the city remained on target to deliver a sustained increase in participation levels and how the city built back fairer from the impacts of the virus. The Committee was invited to

comment on this report before its submission to the Executive on 14 September 2022.

The main points and themes within the report included:

- Progress on the Sport and Physical Activity Strategy in relation to the seven strategic themes;
- Refresh of the Sport and Physical Activity Strategy to 2028; and
- Next steps.

Some of the key points that arose from the Committee's discussions were:

- To welcome the shift to recognising the need for different approaches for different places and communities;
- The cost of living rise and the affordability of leisure activities, including what could be done for young people who could not afford to pay for leisure activities;
- That the most important element of the strategy was to encourage people who were currently inactive to start becoming active;
- Noting the importance of free sports activity and the ability to try a sport for free and that upgrading of sport facilities should not involve the introduction of a small fee for using them as that would deter people from trying out these activities;
- The installation of non-turf cricket wickets in parks and the need for the activation programme so that they were used;
- To welcome the Active Streets programme but could any follow-up work be done to continue to engage the residents;
- Concern that some areas did not have adequate sports facilities as having to travel to facilities was a deterrent to taking part;
- The importance of women-only activities to encourage increased participation;
- To request an increased equality focus in future reports, including recognition of invisible disabilities;
- To welcome that the report had differentiated between leisure facility membership and usage in terms of gender and that it would be useful to have this breakdown for the other equality categories; and
- That it would be useful to have more data on the progress made in relation to usage by people from Black, Asian, and other Minority Ethnic backgrounds.

Rebecca Livesey, Chief Operating Officer of MCRactive, informed the Committee about work to understand communities better and work differently, highlighting the Sport England Greater Manchester Local Pilot and the Winning Hearts and Minds programme. She advised that the funding for these would end in 2024 and that plans were already being discussed for how the lessons learnt would be used beyond this date to work differently, embedding them in a neighbourhoods delivery model. She reported that the programmes had a focus on people who were currently inactive and getting them to become engaged in some level of activity and that this included engagement with women, different ethnic minority groups and age groups. She provided an example of a women's cycling group aimed at women who had not learnt

to ride a bicycle when younger and advised that there were many other examples and Members could contact her for further information.

The Commercial Lead (Neighbourhoods) outlined changes that had been made to leisure facilities to make them more accessible for disabled people. She advised that this had so far not resulted in the expected level of increase in use by disabled residents so further work was needed, consulting with relevant groups to find out what kind of leisure sessions they wanted. She acknowledged the cost of living crisis affecting Manchester residents, including children and young people, and reported that the Council and its partners were responding with an increase in free, accessible facilities, including localised, targeted provision. In response to a Member's comments, she advised that more work would be done to improve communication, including non-digital communication, so that residents were aware of what was available in their area. In response to the comments about the equality data in the report, she advised that she would provide the additional data requested to Committee Members. She reported that more women-only sessions were being provided, although there had been challenges in recruiting female lifeguards in some areas which they were working to address.

Yawar Abbas, Head of Sport and Events, MCRactive advised that he and his colleagues were happy to meet with individual Members to discuss the issues they had raised, including activities for young people and the follow-up to Active Streets. He acknowledged the Member's point about introducing charges for facilities, saying that this was a complex issue as the provision had to be sustainable. He outlined how this was being achieved in relation to tennis and also highlighted the Holiday Activity Fund, which was targeting free provision where it was most needed. Rebecca Livesey drew Members' attention to the free swimming offer for those aged 16 and under and those aged 60 and over. Yawar Abbas advised that the launch of the activation programme for the non-turf cricket wickets was due to take place the following day.

Decisions

1. To request a further report including place-based activity across the wards, comparison of different areas of the city, coaching opportunities, the impact of the cost-of-living rise, work to engage people with different protected characteristics, including women, and providing activities to engage young people.
2. To note that the Commercial Lead (Neighbourhoods) will provide the data requested.
3. To endorse the recommendation to the Executive that:
 - (1) The Executive is recommended to approve the refresh of the Strategy.

CESC/22/33 Community Safety Strategy 2022-25

The Committee received a report of the Strategic Director (Neighbourhoods) and Chair of the Community Safety Partnership which introduced the Community Safety

Strategy 2022-25 for Manchester and highlighted the Community Safety Partnership's priorities for the next three years.

The main points and themes within the report included:

- The legislative context of the Strategy;
- Consultation with residents, businesses and community groups;
- Other factors taken into account in developing the Strategy;
- The Greater Manchester Police and Crime Plan 2022-25; and
- Community Safety Partnership Priorities and a summary of some of the actions that would be carried out to meet these priorities.

Some of the key points that arose from the Committee's discussions were:

- Preventing re-offending, including the impact of mental health issues, drugs and alcohol and issues relating to housing, skills and employment and what more could be done, noting that some drug and alcohol services had been closed down;
- Residents' concerns about anti-social behaviour, burglaries and speeding, noting that, while GMP's response to burglaries seemed to have improved, residents still did not feel that there was enough action in response to speeding;
- Residents' perception that it was difficult to report crimes to GMP;
- The need for innovative and holistic collaborations to address some of the issues in communities;
- Sharing positive experiences of specific neighbourhood police officers in Members' wards; and
- Young people, noting that they could often be the victims of crime or be perpetrators, including ensuring that their views were taken into account, improving the relationship between young people and the police and responding to issues relating to the behaviour of some young people directly after the end of the school day.

Stuart Tasker from the Probation Service advised that acquisitive crime was now central to the Integrated Offender Management strategy and that the Probation Service, GMP and drug services were working together to address the underlying causes of offending. He informed Members about his service's tailored approach for working with young offenders between the ages of 18 and 25.

The Strategic Director (Neighbourhoods) outlined work taking place with GMP and health partners through the Bringing Services Together programme to identify where high levels of demand for their services were coming from and putting together joint plans for particular individuals.

Chief Superintendent Rob Cousen from GMP informed the Committee that GMP had made a commitment to visit every victim of burglary and that the level achieved at present was about 94%. He advised that GMP had a focus on neighbourhood crime including burglary, robbery, vehicle crime and theft from the person. He advised he had established three neighbourhood crime teams in Manchester to focus on these areas. He outlined work taking place to address speeding, advising that more speed

watch operations would be taking place and that GMP was also encouraging community speed watch. He asked Members to inform GMP of areas where this was a particular issue of concern. He informed Members of improvements in the reporting of crime, advising that the average length of time for a 999 call to be answered was now 9 seconds and for the non-emergency 101 number it was now one to one-and-a-half minutes, a reduction from 5 minutes. In response to a question from the Chair, he confirmed that the key priority areas outlined in the Police and Crime Plan were all of equal priority.

Chief Inspector Adam Wignall from GMP informed the Committee about work taking place with partners, including the business community, to address crimes such as theft from the person related to the night time economy, including a focus on prevention.

The Statutory Deputy Leader welcomed the approach of the new Chief Constable Stephen Watson and Chief Superintendent Rob Cousen, which focussed on neighbourhood policing, while also highlighting the challenges faced by the city, due to austerity and funding cuts, both in GMP and in areas such as drug and alcohol services, and he advised that, therefore, an innovative approach was required.

Chief Superintendent Rob Cousen reported that GMP's School Engagement Officers were working with the city's young people and that there was also other engagement work with young people, for example, sports activity to build trust and confidence with young people. He reported that neighbourhood police officers had previously been used to respond to emergency incidents but that they would now be ringfenced for neighbourhood policing work, patrolling in the local area and addressing local concerns, such as anti-social behaviour, before they developed into larger issues.

The Community Safety Lead informed the Committee that, although there had been cuts to drug and alcohol services over a long period, there had recently been some investment in this area and this had been linked in with the Bringing Services Together work and adopting a trauma-informed approach. She reported that the Community Safety Partnership was working with Manchester Metropolitan University who were carrying out a regular survey to understand the trends and prevalence of drugs in communities. In response to comments about young people and crime, she drew Members' attention to a piece of work commissioned through Reclaim, which had been used to inform this Strategy and the Serious Violence Strategy. She outlined the partnership approach to addressing anti-social behaviour and preventing its escalation.

In response to a question from the Chair about designing the physical environment to reduce crime, including street lighting and the use of alleygating, the Strategic Director (Neighbourhoods) offered to provide a further report which included information on this. She advised that Community Safety Specialists were involved in the design of new neighbourhoods and had been involved in the re-design of Piccadilly Gardens. She reported that alleygating was part of Public Space Protection Orders and advised that further information on this could be included in a future report. A Member requested that a future report include further information from the Probation Service on preventing re-offending, including addressing mental health issues, drugs and alcohol issues and housing, skills and employment. The

Chair requested that information on hotspot areas where people on probation were housed be included in a future report. She also requested that a future report include information on links with the youth service.

Decision

To receive a further report at an appropriate time, including the information requested by Members.

CESC/22/34 Manchester's approach to achieving the Safety of Women and Girls

The Committee received a report of the Strategic Director (Neighbourhoods) which introduced Manchester's approach for the safety of women and girls in the city.

The main points and themes within the report included:

- The Greater Manchester response;
- Manchester's approach;
- White Ribbon Accreditation; and
- Governance.

Some of the key points that arose from the Committee's discussions were:

- That some of this work should focus on older women and the issues they face;
- To welcome the Women's Night-time Safety Charter and could this be incorporated into Licensing Policy;
- The need to tackle violence against trans women; and
- Attacks on new female students in September in wards such Fallowfield and Withington.

Spencer Davies, Head of Advice and Response at the University of Manchester outlined how the University was working with partners to respond to the issues relating to the Safety of Women and Girls. He highlighted the recently established Sexual Violence Action Network for students, and improved information-sharing between universities to identify patterns and trends and provide a targeted response. He outlined the role of the University's Advice and Response Team, which included supporting female students in relation to domestic abuse and sexual assault and other violence.

The Lead Member for Women welcomed that the Council had been awarded White Ribbon Accreditation and advised that the Council should encourage other organisations to do the same. She welcomed the progress in addressing the spiking of drinks. She advised that there should be a focus on prevention, including educating men and boys.

The Community Safety Lead confirmed that colleagues from Education were part of the steering group and that work in schools would form part of this work. She advised that there were a lot of crosscutting themes within this work. She reported that the Domestic Violence and Abuse Strategy had included a focus on older

women and that work was taking place to address the gap in provision in relation to this group. She assured Members that older women not been forgotten as part of the work on the Safety of Women and Girls and that she would ensure that this was reflected in the Equality Impact Assessment and the Reference Group. She confirmed that her team were working with Licensing colleagues in relation to the Women's Night-time Safety Charter and standards for licensed premises. She acknowledged the Member's point about trans women and that the safety of trans women needed to be part of this work. In response to a Member's question about the women's groups involved in this work, she stated that she would welcome Members' suggestions of any other groups who could be involved. She stated that there was a comprehensive plan in place for the return of students in September.

In response to a Member's suggestion that a subgroup be established with female Members only to look at the different areas and issues within this work, the Chair advised that she would discuss this proposal with the Deputy Leader and then provide an update to the Committee.

The Chair welcomed that the Council had been awarded White Ribbon Accreditation and recommended that all male Councillors undertake the White Ribbon training.

Decision

To recommend that all male Councillors undertake the White Ribbon training.

CESC/22/35 Serious Violence Draft Strategy

The Committee received a report of the Strategic Director (Neighbourhoods) which provided an overview of progress made on developing Manchester's Serious Violence Strategy. The draft strategy explained the strategic partnership approach to serious violence for Manchester.

The main points and themes within the report included:

- Background information;
- The Serious Violence Duty; and
- Manchester's approach – key priorities and principles for delivery.

Some of the key points that arose from the Committee's discussions were:

- How would the success of the Strategy be measured and could the Committee receive regular information on this;
- Examples of violence and anti-social behaviour from young people in some wards and concerns of this escalating without intervention;
- That more needed to be done to get children out of Pupil Referral Units back into mainstream schools and provide support to parents; and
- Issues of disproportionality in the criminal justice system affecting the level of trust young people had in the police and other authorities which could prevent them from seeking support.

The Strategic Director (Neighbourhoods) advised that the Committee received a regular update report on Community Safety priorities so officers could look to incorporate data relating to this strategy.

The Community Safety Lead advised that there were a range of outcomes which would be measured, for example, crime statistics, school inclusion, first time entrants to the criminal justice system and support provided to young people, and that young people had been consulted on the outcomes that should be measured. She agreed with a Member's comment about the importance of involving families affected by serious violence in the work taking place and acknowledged issues of disproportionately in the criminal justice system, particularly in relation to black young men and people with Special Educational Needs and Disability, which were recognised within the Strategy.

The Head of Youth Justice informed the Committee that additional funding from the Greater Manchester Violence Reduction Unit and the Community Safety Partnership was enabling his service to use the trusted relationship model, which had previously been used to work with and build relationships with young people who had entered the criminal justice system, to work with young people who had not entered the criminal justice system, providing specialist intervention at an earlier stage.

In response to a Member's question, Phil Hoyland, Partnership Development Lead, City of Manchester Learning Partnership provided further information on the SAFE Taskforce, highlighting work to identify and work with children struggling with the transition from primary school to high school.

The Chair requested that the Committee receive a further report, including information on measuring the outcomes of the Strategy. She requested that the report also include information on work to tackle the increase in youth violence in north Manchester and disparities across different areas of the city.

Decision

To request a further report, including information on measuring the outcomes of the Strategy, work to tackle the increase in youth violence in north Manchester and disparities across different areas of the city.

CESC/22/36 Overview Report

A report of the Governance and Scrutiny Support Unit was submitted. The overview report contained a list of key decisions yet to be taken within the Committee's remit, responses to previous recommendations and the Committee's work programme, which the Committee was asked to approve.

Decision

To note the report and agree the work programme.

Manchester City Council Report for Information

Report to: Communities and Equalities Scrutiny Committee – 11 October 2022

Subject: A short update report on the plans for winter for people who sleep rough and the new Commissioning Strategy for the Homelessness Service

Report of: Director of Housing Operations

Summary

The following report is a short update report to cover the plans for winter for people who sleep rough and the Homelessness Commissioning Strategy. Also included are some short high-level updates on the transformation progress as Members have requested that a full homeless scrutiny update is presented on the 10th of January 2023 to allow more time for questions and discussion. The report also includes the Enabling Independence Strategy, which is a Council wide strategy on supported accommodation.

Recommendations

Members are invited to consider and comment on the report in terms of Manchester City Council's Homelessness Service, the plans for the winter period, the Commissioning Strategy 2022 – 25 and the Enabling Independence Strategy.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
Good quality and affordable homes reduce carbon emissions.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
The housing disadvantages suffered by some individuals or groups were comprehensively evidenced in the Marmot Report 'Build Back Fairer in Greater Manchester: Heath Equity and Dignified Lives'. It has since been acknowledged that housing inequality in Manchester is directly related to the disadvantages suffered by some individuals or groups because of their characteristics.

The work of the Homeless Service in helping people find homes that are affordable to them meets our public sector equality duty and broader equality commitments.

The people sleeping rough in our city are the most vulnerable and marginalised cohort of people in the city and helping them to find dignified and supportive accommodation meets our moral and statutory duty.

The Equality Impact Assessment for the Homeless Commissioning Strategy is attached in Appendix 2.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Having good quality accommodation will help people to thrive. Reducing the number of people who are homeless or placing them in appropriate accommodation with help to access employment and learning opportunities will contribute to Manchester becoming a thriving and sustainable city.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	Having accommodation that people can access, in areas where they have a support network to help them, and their children, into education or employment will help grow talent in the city.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Having good quality accommodation in our communities improves the environment people live in and helps them to make a positive contribution.
A liveable and low carbon city: a destination of choice to live, visit, work	Ensuring properties are a good quality and high standard will reduce the need to heat properties and therefore reduce energy waste.
A connected city: world class infrastructure and connectivity to drive growth	Housing infrastructure is central to Manchester's inclusive growth ambitions

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

Financial Consequences – Capital

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

The Manchester Homeless Strategy:

https://secure.manchester.gov.uk/downloads/download/5665/homelessness_strategy

Neighbourhoods and Environment Scrutiny Committee - 2nd December 2020 - Update on Homelessness in the City of Manchester

Communities and Equalities Scrutiny Committee – 21st June 2022 – Homelessness Update

Communities and Equalities Scrutiny Committee – February 2022 – Homelessness Update

Health Scrutiny Committee – 12th October 2022 - Enabling Independence

Accommodation Strategy (2022-2032)

1.0 Introduction

1.1 The following report is a short update report as Members have requested a full report on the homeless service and transformation on the 10th January 2023. The report provides an overview of the plans for the winter period 2022-23 to support people who are sleeping rough to access accommodation and to receive support during the cold weather period.

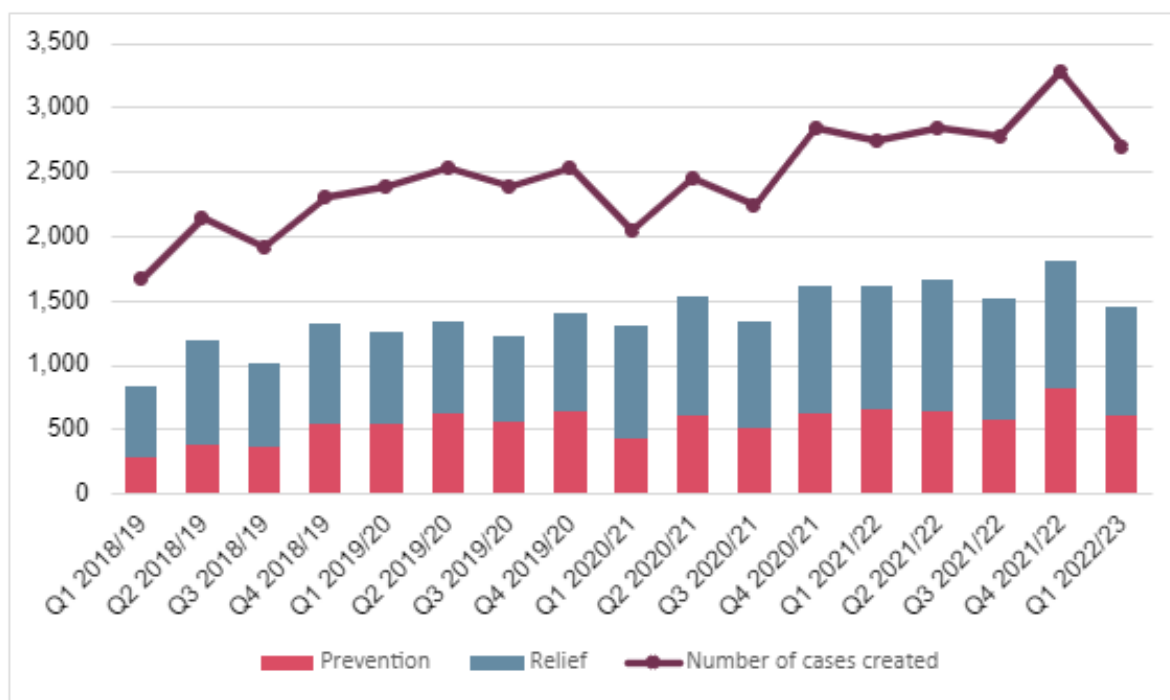
1.2 The report also includes two Strategies, the Homeless Commissioning Strategy and the Council-wide Enabling Independence Strategy. These two strategies provide a golden thread sitting underneath the new Housing Strategy.

1.3 The report also provides a very high-level update on progress with the Homeless Transformation Strategy to ensure Members have the opportunity to comment on direction of travel prior to the more comprehensive report in January.

2.0 Background and Homeless Presentations

2.1 Homeless presentations remain high. The main reasons for this continue to be:

- Loss of private tenancy
- Family no longer willing or able to accommodate
- Domestic abuse
- Friends no longer willing or able to accommodate
- Relationship breakdown with partner



2.2 It is likely that the cost of living crisis will result in more people struggling to make ends meet who will require homeless prevention advice, as well as support. The service is working closely with departments within the Council and other organisations across the city to minimise the number of people who become homeless. Homeless prevention is a key strand in the Homeless Transformation Programme – A Place called Home.

3.0 A Place Called Home – The Homeless Transformation Programme

3.1 There are several key strategies and plans that the Council has developed and are now delivering within A Place Called Home. The overall aims of *A Place Called Home: Homelessness Transformation* are to:

- Significantly increase the successful prevention of homelessness
- Continue our progress to end rough sleeping
- Considerably reduce the use of temporary accommodation
- Deliver Better Outcomes and Better Lives for people and families at risk or who are homeless

3.2 These will be reported in full in January, but key highlights are set out below.

4.0 Prevention & Support

4.1 The Council is developing a new prevention approach, which includes dedicated resources in the localities. Three new prevention hubs are being created in the wards of Harpurhey, Gorton and Moss Side. The first, in Moss Side, will go live at the end of October 2022, with the others going live in the new calendar year. The prevention hubs will focus upon early intervention and advice. A prevention coordinator will be recruited who will work across the localities providing training and advice to other organisations to help ‘make homelessness everyone's business’. It is only through ensuring that other organisations spot the signs of homelessness that a truly preventative approach can be implemented.

4.2 Alongside these hubs, there will be a better joining up of prevention resources across the Council and partners as part of the next phase of Bringing Services Together and Building Back Fairer. Examples include aligning with Manchester Local Care Organisation, Integrated Neighbourhood Teams, Early Help for Children and Families, as well as forming partnerships with voluntary and faith-based organisations.

4.3 Work with private sector landlords to try and reduce the number of people who are evicted is ongoing, with a targeted communications campaign to encourage people to seek advice and support early. A vulnerable renters fund has been established to help households remain in private rented sector accommodation. Registered Providers in the city are repledging to ensure there are no evictions from registered provider accommodation.

4.4 As well as investing in prevention, the service is also reallocating resources to provide a resettlement service to families once they have moved from temporary to settled accommodation. This is to help people settle better in their new accommodation and locality, thereby reducing the number of people who represent as homeless at a later stage. This new resettlement service will work in conjunction with the new single procurement function, which will see procurement and allocation of private rented housing streamlined to work more quickly and effectively.

5.0 Managing Temporary Accommodation

5.1 The current figures for temporary accommodation are:

	Manchester		Outside Manchester		Total
	Families	Singles	Families	Singles	
B&B	105	246	82	134	567
Nightly Paid	14	0	32	0	46
Morning Star	0	20	0	0	20
In-House TA	43	264	0	0	307
Dispersed	1116	83	721	99	2019
Total	1278	613	835	233	2959

5.2 In line with A Place Called Home, officers are trying to reduce the numbers in temporary accommodation.

5.3 A new post has been created to specifically improve the quality and affordability of temporary accommodation, working closely with the Council's own assets and development teams.

5.4 The Floating Support team is changing the way it works to support people who need the most help at the earliest opportunity when living in dispersed temporary accommodation. A new model of support is being prototyped recognising that a delay in providing support to households can lead to a multitude of avoidable tenancy issues such as:

- Failure to access appropriate support services
- Issues of abandonment
- Others living in properties unbeknownst to the service
- Misuse of a property
- Rent arrears can develop
- Tenants fail to manage their property safely
- Issues of poor rubbish management
- Tenant damage to properties

- Safeguarding concerns
 - Issues arise around benefits and debt management
 - Anti-social behaviour
 - Pets/animal issues in a property
 - Unreported changes in circumstances impacting on benefit payments
- 5.5 Intensive support will be provided immediately upon a family residing at their property by a named support worker. The worker, taking a strength-based approach, will deliver intensive wraparound support assisting a household to build resilience, link into community networks, access other support services as required, access health services, education and employment and training opportunities and develop their ability to manage their tenancy. Acknowledging that no one size of support fits all needs, a review of the required support for a family will take place after 3 months, which will inform the future support package. In cases where a family is thriving and requires less intensive support, a telephony support offer will be established with less frequent home visits. For families needing a higher level of support, this will be established with regular contact and visits from a named support worker.
- 5.6 The Housing Management & Property Inspections Teams will work closely with the intensive support worker and household. Increased tenancy management sessions are being implemented with households. This is to jointly ensure households are supported to maintain their tenancy effectively and understand the escalation route for any property issues that may be encountered. This will ensure any property issues are promptly addressed with accommodation providers.
- 5.7 When a dispersed property is identified for a family the accommodation provider is informed of the family size and bed requirements. The provider is required to ensure the accommodation is provided with a furniture pack and all household items required to meet the needs of a household according to family size. This includes beds/cots and bedding, crockery, pots & pans etc. The Housing Management Officer attending the sign-up checks that the pack in the property is adequate for the family size. If this is found to be incorrect the provider is instructed to ensure that it is rectified immediately. Recognising that some homeless households would prefer to use their own furniture in the property the service is currently working with accommodation providers to look at alternate arrangements with providers on furniture packs.
- 5.8 When a family moves onto a more permanent solution, the support worker will apply for a welfare provision pack for the family. They will be provided with beds & bedding, a kitchen starter pack, a cooker & fridge freezer. Further furniture items can be purchased for minimal cost from the Mustard Tree.
- 5.9 All properties that come onto the dispersed scheme, whether they are new properties or relets, are inspected by an Inspection Officer who has been trained

in the Housing Health and Safety Rating System (HHSRS). Further training on damp detection is being arranged for all officers in order to deliver a more robust service. If a property fails to meet the HHSRS standards the inspector will inform the provider what is required in order to rectify it. A further inspection will take place, or photographic evidence of the completed repair needs to be submitted, before the property will be passed for use on the dispersed scheme.

- 5.10 All properties are inspected on an annual basis to ensure compliance and to ensure they are being maintained to the required standard. All safety certificates required are also collated annually. If a property fails the inspection the provider will be given a timescale, dependant on the fault and what category it falls into. Failure to complete repair within this timescale will be addressed with the provider. If the property is found to be in a state of disrepair, the family will be relocated and the property removed from the scheme until the repairs have been completed to the required standard.
- 5.11 Further inspections will take place if a tenant reports to the Council that their provider is not carrying out repairs and the sanctions above will apply.
- 5.12 Although the Decent Homes White Paper Consultation is not yet concluded, Manchester City Council is committed to improving the living conditions of our residents, including those in homeless dispersed accommodation. All properties are currently inspected to Housing Health & Safety Rating Scheme (HHSRS) standard, nevertheless, this is a risk assessment procedure and not a standard. Once the bill has passed, officers will ensure all properties on the dispersed scheme adhere to the standards that are set. This will be discussed with providers in advance so they are prepared for any changes that may be required.

6.0 Housing Supply

- 6.1 The Housing Strategy sets out the delivery of 1,000 more affordable homes each year, increasing the level of housing available as well as aiding prevention through affordable rents, through direct delivery and partnership.
- 6.2 Homelessness is a key dimension of the Council's overall strategic asset management plan. Recently, several Council properties were identified for refurbishment as Temporary Accommodation within the Rough Sleeping Accommodation Programme. The service is now working with Strategic Housing to develop a specific acquisition strategy to purchase affordable stock that is likely to be lost from the Private Rented Sector (PRS), as well as a clearer mechanism for developing and inviting proposals from prospective developers. This work also includes reviewing incentive schemes for settled accommodation options working with the private rented sector.
- 6.3 As part of the wider housing plan, officers are investigating whether it is financially possible to broaden the use of the Council's Housing Affordability Fund

to reduce the use of temporary accommodation and provide alternative options to both dispersed and emergency accommodation across the city.

- 6.4 Officers are reviewing alternative temporary accommodation models, including long term (30-40 years) commissioning possibilities with registered providers to ensure there is sufficient financial viability available to deliver alternative building and investment schemes. This should also assist with the Council's requirements to develop and deliver more quality supported housing provision for people with more complex needs.
- 6.5 Alongside this, conversations are ongoing with the Greater Manchester Combined Authority to discuss Greater Manchester solutions to reduce homelessness and reduce temporary accommodation in other boroughs, alongside the regional prevention strategy.

7.0 Service Development Activity

- 7.1 As well as the work within A Place Called Home, there is also additional work ongoing across the service to reduce the level of temporary accommodation, support people who are sleeping rough, and progress business as usual activity.
- 7.2 On the 12th September the service changed the procedure within the Social Allocations Policy to allow more choice for families and singles. The Council is aware that occasionally people are able to find alternative short term emergency accommodation which they would prefer to temporary accommodation provided by the Council, even though they remain homeless. The procedural change means that people who are given a full duty homeless decision can choose where they live and do not need to reside in temporary accommodation whilst waiting for settled housing. If the emergency accommodation breaks down for any reason, then the household can move into temporary accommodation. This change will allow more choice for people and may contribute to helping them stay in areas where they want to remain, near to family and friends' networks and GPs, rather than the no choice offer that is available when residing in temporary accommodation.
- 7.3 The service has worked closely with Manchester Move and the Housing Options for Older People (HOOP) team in order to aid the rightsizing of accommodation to household size. Rightsizing is where support is available to single people or couples, often older people, to help them move from larger properties, which are often harder to heat and manage, into smaller, more suitable accommodation. In the financial year 21-22 there were 82 rightsizing moves, with 38 so far this year. The released accommodation is subsequently given to a homeless family. There are two case studies at Appendix 4 which highlight the impact this can make to the individual who has moved to smaller accommodation. When the property is subsequently released to a homeless family, the impact is lifechanging as they move into settled accommodation and have a place to call home.

- 7.4 The service has recently secured an additional 35 units through the Rough Sleeping Accommodation Programme (RSAP) grant programme to bring properties and additional revenue support for people who have slept rough to have a move on accommodation offer. This allows them to step down from hostel accommodation, to have their own front door, whilst getting ready for moving into independent living.
- 7.5 The service has also secured additional funding to accommodate people leaving prison in the private rented sector. This funding pays for landlord incentives and ongoing support from the tenancy compliance team.
- 7.6 Through the equalities data work that is ongoing, the service was aware that specific support for women was not sufficient in the city. The service has developed a specific provision (9 Units) for women with complex needs called the Peony Project in conjunction with De Paul and Salford City Council.
- 7.7 The only way out of poverty is through employment and the Council is currently undertaking a procurement exercise to commission an organisation to work intensively, providing funding and support, with homeless people to help them find employment. The outcome of this exercise will be in Autumn 2022.

8.0 Rough Sleeping and the Approach during Winter 2022-23

- 8.1 The Government has recently published its new rough sleeping strategy [Ending Rough Sleeping for Good](#) with a focus on preventing rough sleeping, and if it does occur, it should be rare, brief and non-recurrent. This is echoed in the three strands of Manchester's Ending Rough Sleeping Plan:
- **Prevention** - stop people rough sleeping for the first time and reduce the number of people who repeatedly sleep rough.
 - **Intervention** - provide multi-agency support for people sleeping rough, refer them into appropriate accommodation, and so minimise the length of time on the street.
 - **Recovery** – provide ongoing support and accommodation to ensure long term recovery and minimise the risk of returning to rough sleeping.
- 8.2 Whilst Manchester has been successful in reducing the number of people sleeping rough in recent years, ongoing work is needed to ensure numbers continue to reduce. This is challenging, particularly in the context of the potential impacts of the cost-of-living crisis.
- 8.3 Manchester has successfully secured £8m Rough Sleeping Initiative (RSI) funding over the next three years (to March 2025) to provide a range of support and accommodation, including for Young People, Prison leavers, and Complex Women. A small amount of RSI funding has been allocated to respond to surge

demand for additional provision of accommodation and support during periods of cold weather.

- 8.4 A comprehensive accommodation and support offer to people over the winter months reduces rough sleeping as people are more willing to accept help when the weather is cold. It also ensures people are safe particularly when the temperature drops significantly. The next section of the report provides information about recent and planned Cold Weather provision in Manchester.
- 8.5 Background
- 8.6 Local Authorities have a duty to ensure people sleeping rough are kept safe during periods of exceptional weather, including severe cold and extreme heat.
- 8.7 In recent years Manchester has developed a very effective cold weather response, which is far more comprehensive than the minimum requirement of accommodating people when the temperature is forecast to be at zero degrees or below for three consecutive nights. This has partly been driven by Covid and the lessons learned from Everyone In. The response has seen a permanent move away from night shelters and sit-ups, with the provision of single room accommodation in hotels throughout the winter months, multi-agency support on-site, and a clear pathway to more suitable, longer-term accommodation. This has resulted in a significant increase in take up by people sleeping rough, greater engagement with health and homeless support services, better move-on to longer term accommodation, and fewer people returning to the streets.
- 8.8 The key success factor is a strong partnership approach: Manchester's Cold Weather Provision is designed, reviewed, and delivered through a wide partnership group of Council staff, community and voluntary sector organisations, and health care providers.
- 8.9 Cold Weather Provision 2021/22
- 8.10 During winter 21/22, Manchester put in place its most ambitious and comprehensive cold weather offer to date. The Etrop Grange hotel in Wythenshawe provided accommodation for up to 60 people every night from December 2021 to April 2022. Additional hotel rooms were also used when needed, usually when the temperature was very low. A range of services provided support to people at Etrop Grange and a coordinator was appointed to oversee provision and ensure its smooth running. There was a robust referral process which ensured the offer was effectively targeted at people on the streets or at imminent risk of sleeping rough. Data shows that 251 people were accommodated over the winter. Key positives of the provision include:
- The activation and referral process went well and there were zero no-shows.

- People had an excellent standard of accommodation, providing dignity and respect: all the rooms are single ensembles, and food and other essentials were provided.
- There was good move-on with 102 people finding longer term accommodation.
- Support services worked together to achieve engagement and positive outcomes, including mental health and drug and alcohol services.
- There was specialist support provided for non-UK nationals, women, and young people as equalities data had shown this was required.
- There was ongoing review and partner oversight through regular meetings over the winter.

8.11 Cold Weather Provision and Addressing Inequalities

- 8.12 The intention is always to design and deliver services that meet the support needs of the people using them, and that recognise and reduce inequalities. Officers have considered data from Cold Weather Provision 2021/22 and wider data that the service holds about people sleeping rough to help improve and shape services.
- 8.13 This data shows that there is a sizeable cohort of women that are rough sleeping, and often have complex support needs. During the winter of 2021/21 MASH (Manchester Action on Street Health) supported 24 women in cold weather provision and highlighted the lack of longer-term female only accommodation. As a result the services has opened the Peony Project and are considering more broadly how to improve the support and pathway for women sleeping rough or at risk of sleeping rough. MASH will continue to provide specialist support to women accessing Cold Weather Provision in 2022/23.
- 8.14 The number of young people sleeping rough remains relatively low as a result of a good range of services for young people in the city, including advice, accommodation and support. The Outreach Inreach Team reported contact with 22 young people (18 – 24) in August 2022 and as this can be a particularly vulnerable group, the Council is working with Centrepoin to use Rough Sleeping Initiative funding to provide more accommodation for young people at risk of rough sleeping. Centrepoin will also provide specialist support to young people accessing Cold Weather Provision in 2022/23.
- 8.15 Specific funding was secured to ensure that people with No Recourse to Public Funds and non-UK nationals could access Cold Weather Provision 2021/23. This meant that people who were from the European Union (EU) or a European Economic Area (EEA) national could be supported by the Booth Centre. For Non-EU citizens, Boaz Trust and the Greater Manchester Immigration Aid Unit were able to support people not only with move on but with managing applications for status, ensuring that there was a defined pathway for this group. Data shows that 18 EU nationals and 15 non-EU nationals were accommodated in Cold Weather

Provision in 2021/23. The latest data in August 2022 from the Outreach Inreach Team shows that contact was made with 39 people who were non-UK nationals. As such, specialist support for this cohort is planned for Cold Weather Provision in 2022/23.

8.16 Proposed Model for 2022/23

8.17 This year, Manchester's response will continue to be a partnership led approach, and planning is well-advanced. Etrop Grange has been secured again, which is a 50-bed unit and will open between 1st December 2022 – 31st March 2023, with multi-agency support on-site. There will be an additional 19 beds available during cold weather activation. If the weather is cold before the 1st December, appropriate accommodation will be arranged. The Cold Weather Partnership group has identified key learning from last winter and agreed improvements are needed around:

- Collection and sharing of data
- Additional staffing resources to co-ordinate delivery and manage accommodation issues
- Ensuring everyone has a Homeless Assessment in a timely manner
- Whilst mental health and substance misuse support was good, better access is needed to primary health care
- Quicker move-on for people, including into the private rented sector
- More female specific accommodation
- Limiting use of spot purchase hotels

8.18 In 2021/2022, the cost of Cold Weather provision was met through successful bids to Government funding, including the Rough Sleeping Initiative and the Winter Pressures Fund. In addition, a multi-agency partnership bid was made to the Homeless Link Winter Transformation Fund which paid for the Cold Weather Support Co-ordinator role, and a range of specialist support. Other agencies offered support but were not directly funded included:

- The Booth Centre for daytime activation
- Change, Grow, Live (CGL), who are commissioned as the city's substance misuse provider, offering on site and remote support with addiction support
- Urban Village Medical Practice (UVMP), a GP surgery specialising in health for people who sleep rough, offering Covid vaccinations and health support
- The Council's Housing Solutions and Private Rented Sector Teams

8.19 The full cost of cold weather provision has been covered by Government or Homeless Link funding in previous years and conversations are ongoing regarding funding for this financial year.

8.20 The estimated cost of provision is £507k

9.0 Communications Approach with the Public over Winter

9.1 The communications approach with the public concentrates on these three strategic aims:

- To allow the public to understand what the Council, as well as the wider partnership, is doing to tackle and prevent homelessness (including rough sleeping)
- To provide information on the complex nature of why people sleep rough and why it can be difficult to help them to commit to changing their lives
- To provide the public with information on the best way they can help

9.2 Year-round activity to share our approach continues, but over the winter period there is a concerted effort to promote winter specific messages. In terms of homelessness prevention, work will continue to promote and share information with residents on how they can seek help and support from commissioned advice services, if they could be or are at risk of losing their home.

9.3 The Strategic Communications Team works with the Manchester Homelessness Partnership (MHP) to communicate to the public what the winter offer is in the simplest terms: Beds and support are available for people who are sleeping rough in our city, and this is how you can tell us about anyone you are concerned about, so we can help them to come inside.

9.4 A proactive joint media release with the partnership will be issued in early Autumn to explain that over winter, when more people who are sleeping rough are likely to accept help and come inside, what additional accommodation and support is available.

9.5 The aim this year is to work with the MHP to support them to share simple anonymous stories of those who are being supported, via social media, which the Council will amplify. This not only shows the support on offer, but it also helps to explain to the public the complexities of homelessness.

9.6 Finally, the public also need to understand how they can help. Many think that by giving money or materials directly to people who are sleeping rough that they are helping when this can act as a barrier to the individual engaging with support services and accessing help to improve their circumstances.

9.7 Advice will include:

- Promoting a range of homelessness organisations and charities across Manchester to request specific items, volunteers, or donations to help fund or support their vital work.
- Promoting RealChangeMCR which the council has supported since it was launched in 2016. It is a fund accessed by 29 homelessness charities and

organisations who help people who have or are sleeping rough in Manchester with items they need and ongoing support to start a life away from the streets.

10.0 Homelessness Commissioning Strategy

- 10.1 A new Homelessness Commissioning Strategy has been developed for 2022-2025 and describes how homelessness commissioning can meet the aims and objectives of A Place Called Home and the City's Homelessness Strategy. The Homelessness Commissioning Strategy will also support the delivery of the Enabling Independence Accommodation Strategy.
- 10.2 The strategy sets out the service's vision to prevent and end homelessness through commissioning a range of services that meet the needs of people and enables long term independence. Its aim is to improve outcomes for some of the city's most vulnerable residents, and proactively respond to how inequalities impact people's lives, commissioning services to reduce the inequalities gap. The strategy's approach to commissioning is outcome focused and evidence-based, underpinned by a strong commitment to partnership and collaborative working.
- 10.3 The Strategy has four key objectives
1. Commission services that prevent and end homelessness and deliver better outcomes and better lives for people using them.
 2. Increase and reshape the supply of supported housing and other homeless accommodation in Manchester to meet demand and need.
 3. Improve move on from temporary and supported housing into independent accommodation that can be sustained.
 4. Improve commissioning processes and continue to work collaboratively with partners and across services and embed the principles of co-production in commissioning practice.
- 10.4 Sitting beneath these objectives are a series of commitments and detailed delivery plans will be developed to ensure that objectives are met.
- 10.5 The Homelessness Commissioning Strategy can be seen in Appendix 1.
- 10.6 Comments on the draft Homelessness Commissioning Strategy would be welcomed.

11.0 Equalities Impact Assessment for the Commissioning Strategy

- 11.1 Development of the Commissioning Strategy has been informed by a recognition of the inequalities faced by individuals and families who are homeless. One of its central aims is to understand how inequalities impact people's lives and proactively commission services to reduce the equalities gap. To inform this work

an Equalities Impact Assessment (EqIA) has been developed that explores how both individual projects, as well as wider commissioning work, will impact on a range of protected characteristics. This includes assessing the impact of developing new schemes and initiatives that will address specific equalities gaps within current service provision as well as embedding an equalities approach in all the service's work.

- 11.2 The EqIA is a living document and will be updated and refreshed in response to ongoing analysis of what is working well, gaps, and opportunities to improve. A copy can be found in Appendix 2.

12.0 Enabling Independence Strategy

- 12.1 The Enabling Independence Strategy is being submitted to the Health Scrutiny Committee meeting on the 12th October 2022. It was suggested that a copy was also brought to the attention of the Communities and Equalities Scrutiny Committee meeting as part of the Homeless Update.
- 12.2 The Manchester Enabling Independence Accommodation Strategy (2022-2032) sits underneath the Housing Strategy, with the Homeless Commissioning Strategy sitting beneath the Enabling Independence Strategy, alongside other commissioning strategies for young people and adults.
- 12.3 It sets out a long-term vision which considers how to improve accommodation options for people in need of care and support to help them remain independent for as long as possible, building on progress already made, and building an improved partnership approach to tackle the challenges faced, better understanding and meeting need and demand.
- 12.4 The 4 key objectives for the Enabling Independence Accommodation Strategy have been agreed as follows:
1. Work collaboratively to identify the need and demand for homes that will better enable independence.
 2. Ensure better care and support at home.
 3. Build the supported housing we need and improve pathways into it.
 4. Improve “move on” from temporary supported housing into good quality independent accommodation.
- 12.5 Sitting beneath each of these objectives are 4 key commitments which will enable the Council to deliver on these key objectives. This includes the headline target of delivering 10,000 affordable homes between 2022 and 2032, which represents just under a third of the 36,000 new homes which will be built over the next ten years.
- 12.6 A delivery plan for each of the 4 objectives will follow the strategy, with named responsible officers overseeing the programme boards (with partnership

representation) which will be set up for each objective to oversee delivery of the commitments that have been set out.

- 12.7 The strategy cannot be delivered by working in isolation and success will require working collaboratively across Council services, with Manchester Housing Provider partners, trusted private sector and charitable providers. It will require positive engagement at local, Greater Manchester, Regional and a National level to maximise funding opportunities and partnership approaches to issues and challenges affecting all local authorities, providers and users.
- 12.8 Considering the above, Committee is asked to comment on the attached draft Enabling Independence Strategy (Appendix 3).

13.0 Financial Sustainability

- 13.1 Allied to all of the transformation activity and the council's medium term financial strategy is the development of a new financial model for the service based on reducing demand and securing more affordable (but less in number) temporary accommodation. Based on current timelines it is expected that this will be set out in the budget papers which will be reported to November Scrutiny Committee's.

14.0 Recommendations

- 14.1 That Members note the contents of the report.
- 14.2 That Members comment on the draft Commissioning Strategy 2022-25
- 14.3 That Members consider the draft Enabling Independence Accommodation Strategy (2022-2032) and provide comments to inform the final version.
- 14.4 Subject to the Committee's comments, in conjunction with Health Scrutiny on the 12th October, the Committee is asked to agree that the final version of the Enabling Independence Accommodation Strategy (2022-2032) is taken for consideration by the Executive in November 2022.

Appendix 1

Homelessness Commissioning Strategy

Please see separate document.

Appendix 2

Equality Impact Assessment for the Commissioning Strategy

Please see separate document.

Please note the Equality Impact Assessment will be updated and signed off following comments by Scrutiny on the Commissioning Strategy. It is a living document and therefore constantly being updated.

Appendix 3

Enabling Independence Strategy

Please see separate document.

Please note the Enabling Independence Strategy is on the Health Scrutiny Committee Meeting Papers for 12th October 2022. A fuller report presents the paper at the Health Scrutiny Committee for comments.

Appendix 4

Rightsizing Case Studies

Please see separate document.

Homelessness
Commissioning
Strategy:
2022-2025

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MANCHESTER
CITY COUNCIL

Vision and Objectives



Vision and Objectives

The Homelessness Commissioning Strategy seeks to prevent and end homelessness through commissioning a range of services that meet the needs of people and enable long term independence. Our aim is to improve outcomes for some of the city's most vulnerable residents, and we will proactively respond to how inequalities impact people's lives and commission services to reduce the inequalities gap. Our approach to commissioning will be outcome focused and evidence-based, underpinned by a strong commitment to partnership and collaborative working.

The Strategy has four key objectives

1. Commission services that prevent and end homelessness and deliver better outcomes and better lives for people using them.
2. Increase and reshape the supply of supported housing and other homeless accommodation in Manchester to meet demand and need.
3. Improve move on from temporary and supported housing into independent accommodation that can be sustained.
4. Improve commissioning processes and continue to work collaboratively with partners and across services and embed the principles of co-production in commissioning practice.

Background and Context

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Background and Context

Commissioning is recognised as a key enabler in tackling homelessness, not only for the diverse range of provision that it funds, but also for the partnerships it builds with a wide range of statutory and VCSE organisations. Developing and maintaining these partnerships is a central part of this strategy, built on the fundamental premise that working with our partners enables us to leverage in specialist knowledge, expertise and experience that would otherwise be lacking.

Homelessness commissioning has undergone a period of significant transformation and growth in recent years with the development of new integrated accommodation pathways and new service models, and the coordination and delivery of programmes such as A Bed Every Night and the Rough Sleeping Initiative. Taking the lead on many funding bids, Homelessness Commissioning has used additional income to grow and expand existing services, as well as to innovate and try out new service models to prevent and end homelessness and rough sleeping.

The Homelessness Commissioning Strategy recognises the importance of people with lived experience of homelessness as partners in designing and delivering commissioned services, to ensure that they fully reflect and meet the needs of those accessing them.

Background and Context

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The Homelessness Commissioning Strategy has been developed alongside ***A Place Called Home; Homelessness Transformation***.

A Place Called Home recognises that we face considerable challenges, including rising demand for homelessness services, relatively low levels of homelessness prevention, and increasing numbers in temporary accommodation who are staying longer because of a lack of move-on options.

Manchester has achieved a significant reduction in the number of people sleeping rough in the city which we need to sustain. We have seen an increase in the complexity of people needing support and this has led to new specialist provision which we can build on and develop further.

The vision and objectives in the Homelessness Commissioning Strategy reflect and support the aims of ***A Place Called Home***:

- Significantly increase the prevention of homelessness
- Continue our progress to ending rough sleeping
- Considerably reduce the use of temporary accommodation
- Delivering Better Outcomes and Better Lives for people at risk or who are homeless

Background and Context

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The Homelessness Commissioning Strategy sits alongside the ***Enabling Independence Accommodation Strategy***, with a shared vision and common objectives to improve housing options to meet people's needs and better enable their independence.

The Homelessness Commissioning Strategy supports the aspirations of the Homelessness Strategy for the City:

- Making homelessness a rare occurrence: increasing prevention and earlier intervention at a neighbourhood level
- Making homelessness as brief as possible: improving temporary and supported accommodation to be a positive experience
- Making the experience of homelessness to be a one-off occurrence: increasing access to settled homes

The Homelessness Commissioning Strategy also reflects and contributes to a range of wider strategies and programmes including:

- Greater Manchester Homelessness Prevention Strategy
- Central Government's Ending Rough Sleeping Strategy
- The Our Manchester Strategy 2016–2025
- Building Back Fairer Programme
- Manchester's Housing Strategy 2022 -2032
- Bringing Services Together for People and Places
- Anti-Poverty Strategy

Commissioned Services

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Homelessness Commissioning covers a broad range of activities, services, and providers.

Housing Related Support: Supported accommodation and resettlement and floating support for people who are homeless and need some short-term support.

Programmes for People Sleeping Rough: A Bed Every Night; the Rough Sleeping Initiative; the Rough Sleeping Accommodation Programme; Community Accommodation Service Tier 3; and Respite Rooms.

Homelessness Prevention Services: Young Person's Homelessness Prevention Service, and a range of services funded through the Homelessness Prevention Grant.

Advice Services: the City-wide Advice service (Citizens Advice Manchester, Shelter, and Cheetham hill Advice Centre); specialist advice provided by Greater Manchester Immigration Aid Unit

Domestic Violence and Abuse Support Services: six refuges; outreach services; New Burdens funded services; the Domestic Violence Helpline; specialist LGBT+ provision; and a range of other grant funded activities.

Objective 1

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Objective 1

Commission services that prevent and end homelessness and deliver Better Outcomes and Better Lives for people using them.

Better Outcomes Better Lives (BOBL) is a whole systems approach aimed at delivering better outcomes and improving the lives of people and families who are homeless or at risk of becoming homeless. BOBL will form a central part of commissioning processes. This means:

- Developing service pathways that encompass whole systems thinking that brings together 'in-house' and commissioned services and focuses on the individual, not the service.
- Developing a joint commissioning approach and processes both within the Council and with other partners such as Greater Manchester Combined Authority to ensure a coordinated approach to service delivery that puts people at the centre.

BOBL will also provide a home for commissioning work focused on reviewing existing pathways and services and on exploring new models and approaches to delivering services. At the heart of this will be a focus on developing service models that deliver the best possible outcomes for people, including the most vulnerable, and services that actively reduce social and health inequalities.

Key commitments

- Review the Young People's Pathway, with a focus on improving earlier prevention, and improve access to suitable short term and longer-term accommodation.
- Develop a specialist pathway for women with complex support needs, from outreach to settled accommodation, co-produced with partners and people with lived experience.
- Review the services funded through Domestic Violence New Burdens funding, and ensure that all victims of domestic violence can access appropriate advice, support, and safe accommodation.
- Ensure that non-UK nationals and people with No Recourse to Public Funds have access to effective advice, support, and accommodation services.
- Deliver and monitor the Rough Sleeping Initiative 2022/25 implementation plan.
- Work with Health colleagues to deliver the programme of housing support for people in drug and alcohol treatment 2022/25.
- Review the commissioned advice offer to ensure that it meets the needs of Manchester people, to include a focus on access and capacity.

Objective 1



Objective 2

Increase and reshape the supply of supported housing and other homeless accommodation to meet demand and need. Ensure people are matched to the right service.

In Manchester, demand for supported housing exceeds supply in all pathways made worse by slow move-on into settled accommodation. Whilst improving move-on will help, the Council needs access to more supported accommodation from good providers.

Taking an evidence based approach we can better understand the support needs of people needing short term supported housing, so that we can plan new provision and repurpose existing supported housing. We know that support needs have become more complex, and current services may not always be able to meet everyone's needs. Some people may not be able to live independently and require a longer term supported housing offer.

The Manchester Access and Support (MAS) Gateway is now established but access routes into supported housing need reviewing to ensure that we are prioritising the right people and that people are matched to the right services.

Objective 2



Objective 2



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Key commitments

- Evaluate the Morning Star, and commission further alternatives to Bed and Breakfast which provide good quality accommodation and deliver better outcomes.
- Alongside the Enabling Independence Accommodation Strategy (EIAS), identify existing and future supported housing supply and demand, and ensure that there is suitable supported accommodation available for those who need it.
- Support the commitment in the EIAS to develop a long term supported housing scheme for those people unable to retain their own independent tenancy.
- Review A Bed Every Night provision and put in place an improvement plan to reflect the recommendations in the independent evaluation.
- Review the MAS Gateway and access routes into housing related support. Consider its wider use for access to all temporary accommodation and resettlement/floating support services.
- Work with partners to deliver the Supported Housing Improvement Programme to drive up quality in the supported housing sector.

Objective 3



Objective 3 **Improve move on from temporary and supported housing into independent accommodation that can be sustained.**

Homelessness accommodation has increased considerably over recent years with new service models and pathways in place. However, move on remains a problem across all temporary accommodation and there are significant barrier to securing suitable accommodation for people to move on to.

Large numbers of households remain in temporary accommodation despite being ready for move-on, and the length of time people are staying in accommodation schemes has increased. This can have long term negative impacts on health and well-being, as well as education and employment prospects.

Resettlement support is vital to ensure that people can successfully move into independent accommodation, maintain their tenancies in the long term, thrive, and establish links in their local communities. This can significantly minimise the risk of repeat homelessness. Resettlement and floating support services can also prevent homelessness by stepping in when people are at risk of losing their tenancy.

Resettlement and floating support services have expanded in recent years, and it is time to review them to ensure they are accessible, have sufficient capacity, and are delivering good outcomes for people.

Objective 3



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Key commitments

- Develop a Move On Strategy and plan which identifies and addresses the barriers to move-on and increases the rate of positive move-on from temporary and supported accommodation schemes.
- Review current resettlement and floating support provision and commission new and alternative services as needed.
- Work with our partners to successfully deliver the NSAP and RSAP programmes.
- Proactively look to secure additional move-on accommodation options through developing bids for government funded programmes and working with providers and partners to develop new provision.

Objective 4

Improve commissioning processes and continue to work collaboratively with partners and across services and embed the principles of co-production in commissioning practice.

A growth in commissioned services in recent years combined with the short term nature of much funding and the short lead times to set up services, has led to lots of disparate pockets of work and processes.

We will develop more consistent processes across commissioning, including performance monitoring and reporting which will help identify what's working well and highlight gaps and challenges. Developing an evidence-led approach will ensure that all commissioning work is proactive rather than reactive. This will be underpinned by research into 'what works' through looking at best practice and what is delivered successfully elsewhere.

We want to ensure that the way we procure services is transparent and robust, and that it is responsive and flexible and encourages collaboration between services and is inclusive of smaller VCSE organisations.

Co-production will continue to be a fundamental part of our commissioning practice, and we will explore how we can further embed this across all areas of commissioning.

Objective 4



Objective 4



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Key commitments

- Undertake a review of procurement practice and methods so we can ensure flexibility and transparency across all contracts.
- Proactively identify opportunities for collaboration and joint commissioning of services.
- Review contract monitoring and review processes, including developing a core set of standards and processes and data and outcome capture that allows for accurate comparison across contracts.
- At each stage of the Commissioning process we will ensure that value for money assessments are undertaken to contain costs and deliver the best outcomes within existing resources.
- Further develop and embed the MAS Gateway to help deliver an effective referral system and tool for capturing data and outcomes, including equality and diversity information.
- Embed further our approach to co-production with partners and providers that ensures that the service user voice is at the heart of commissioning.

Commissioning Principles



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We will achieve our objectives by taking an approach to commissioning underpinned by the following principles:

People

People are at the heart of the services that we commission. This means commissioning services that meet peoples' needs that focuses on individual rather than service outcomes.

Marketplace Diversity

Commissioners recognise the importance of having a diverse provider marketplace made up of a range of both large agencies and smaller VCSE organisations. This safeguards specialist provision and ensures that services can meet a range of needs across the city.

Partnerships

Working with partners is key to delivering high quality services and commissioners recognise that bringing in their specialisms, knowledge, and experiences of partners improves service delivery and the ability for services to respond collectively to changing demand and new priorities.

Co-Production

Taking a co-production approach entails meaningful engagement from the start of the commissioning process, and involvement that prioritises tangible change and space for a range of voices and experiences.

Integration

Services work best when they work together and delivering integrated pathways is a key part of Manchester's Homelessness Commissioning Strategy. Integrating services improves peoples' experiences of support and ensures that they do not 'fall through the gaps'.

Coproduction



Co-Production

Co-production in particular will form a key part of how we achieve the objectives set out in this strategy. We recognise both the importance of involving, partners, providers and people with lived experience in commissioning decisions as well as the expertise they bring. Co-production work will therefore ensure that the following takes place.

Early Involvement

People are involved from the beginning of commissioning or design processes to ensure that they have the greatest opportunity to shape services

Meaningful Input

People have input into areas where meaningful change can be achieved rather than involved in co-production for the sake of co-production.

Ongoing Involvement

Where people are involved in co-designing services, there is a commitment to involving them in ongoing monitoring and evaluation

Provider Co-Production

There is an expectation that commissioned providers will actively develop and embed co-production in their services.

Equality Impact Assessment Tool - Introduction

This Equality Impact Assessment tool aims to help you to consider and record how equality issues relate to your policies, projects, services, strategies or functions. It is easy to complete and will help you to understand which communities of identity will be affected by your proposals and how. The tool will help you to:

1. Assess whether a policy, project, service redesign or strategy is relevant to our equality duties and / or different groups in Manchester
2. Identify what the potential impacts of the activity will be for different communities
3. Highlight what actions could be taken to mitigate any negative impacts that you identify

The Equality, Diversity and Inclusion Team give equality advice, guidance and support to all Council Teams, you can reach us at:

Equalitiesteam@manchester.gov.uk

Guidance for officers

Roles and responsibilities

- The service managing the activity is responsible for completing an Equality Impact Assessment (EqIA) on it and should start this at the earliest opportunity
- The Equality, Diversity and Inclusion Team (EDI Team) is responsible for help, support and guidance throughout the process of completing EqIAs and provide quality assurance on final draft versions prior to submission to your Head of Service.
- The Head of Service is responsible for approving the EqIA
- The Strategic Director is ultimately responsible for the EqIAs completed in their service area as these documents are completed in line with our statutory responsibilities

Gathering your evidence

When developing your policy, strategy or project, consider which vulnerable or disadvantaged groups might be the most affected. These will include the groups protected by the Equality Act 2010 but may also include other vulnerable groups in society. Have a think about impact on:

- People in different age groups, like older people, young people and children
- People with continuing health conditions
- Disabled people (including consideration of mental health issues)
- People with caring responsibilities
- People of various faiths, religions and beliefs
- Trans people, non-binary people and other consideration of gender reassignment
- Married people and people in a civil partnership
- Homeless people
- Ex-Armed Forces personnel and their families
- People of either sex, with consideration of women during periods of pregnancy and maternity
- Different racial groups
- Lesbian, gay and bisexual people and other consideration of sexual orientation
- Children, families and other people living in poverty

When you're gathering evidence for your equality analysis, think about:

- What relevant service-level information is available and where can I get it from?
- Is there evidence from other sources that I could use, like websites, research reports, Census data or advice from independent commissions (i.e. Equality and Human Right Commission)?
- Has there been any engagement with stakeholders that I can draw evidence from, or might I need to do this?

Completing the tool

The tool has tips to help you as you fill it in, but a few things to remember are:

- Your assessment should be objective and based of evidence, not opinion.
 - Make your points clearly and concisely; don't copy and paste whole sections of other reports into this tool.
 - Signpost to other sources of information if they're relevant.
 - Use plain English and avoid abbreviations, jargon or technical terms.
 - Clearly show the link between your findings and the evidence that supports them.
 - Highlight whether the impacts that you identify are positive or adverse. If adverse, indicate whether the proposal can be adjusted to prevent the impact. Seek support from the Head of Service to assess what adjustments could be considered.
 - If there is a justifiable reason why the proposal can't be adjusted, clearly outline why and what the implications of this would be. This will help decision-makers reach well informed conclusions.
 - Any actions you identify to adjust the option should be captured in the actions log at Annex 1.
 - Remember that impacts can be on all groups, some or one. An adverse impact on one characteristic is no less significant than impacts for all groups.
-

Equality Impact Assessment

1. Tell us about your service

My Directorate	Neighbourhoods
My Service	Homelessness
My team / section	Commissioning
The name of the function being analysed	Homelessness Commissioning Strategy
Who is completing the assessment?	Anna Thorogood
Who is the lead manager for the assessment?	Jane Davies

2. Tell us about the activity that you're analysing

Briefly describe the main aims and objectives of your policy, project, service redesign or strategy, including outlining at a high level if it has implications for other areas of the Council's work and priorities.

The Homelessness Strategy, Policy, and Commissioning service has a broad remit of commissioning work, including both mainstream services and government funded projects and pilots:

Homelessness and Rough Sleeping

- Housing Related Support Pathways: Supported Accommodation and Resettlement/Floating Support
- Homelessness Prevention Grant funded Services and other grant funded services
- A Bed Every Night (ABEN)
- CAS-3
- RSI

- RSAP
- Young Persons Homelessness Prevention & Relief Service (18-25 years)
- Cold Weather Provision
-

Advice Services

- City-Wide Advice Service (Citizens Advice Manchester; Shelter, Cheetham Hill Advice Centre)
- Greater Manchester Immigration Aid Unit (GMIAU)

Domestic Violence and Abuse

- Refuges
- Outreach Services
- New Burdens Funded Services
- Respite Rooms
- Miscellaneous contracts and grants

The service has recently completed a draft of a new Homelessness Commissioning Strategy, which covers the services listed above. The strategy sets out the service's vision to prevent and end homelessness through commissioning a range of services that meet the needs of people and enable long term independence. Its aim is to improve outcomes for some of the city's most vulnerable residents, and proactively respond to how inequalities impact people's lives and commission services to reduce the inequalities gap. The strategy's approach to commissioning is outcome focused and evidence-based, underpinned by a strong commitment to partnership and collaborative working.

The Strategy has four key objectives

1. Commission services that prevent and end homelessness and deliver better outcomes and better lives for people using them.
2. Increase and reshape the supply of supported housing and other homeless accommodation in Manchester to meet demand and need.
3. Improve move on from temporary and supported housing into independent accommodation that can be sustained.
4. Improve commissioning processes and continue to work collaboratively with partners and across services and embed the principles of co-production in commissioning practice.

The Strategy is closely linked to a number of wider Council work areas and policies. It will both complement and support the the ***Enabling Independence Accommodation Strategy***, with a shared vision and common objectives. It also supports the aspirations of the Homelessness Strategy for the City:

- Making homelessness a rare occurrence: increasing prevention and earlier intervention at a neighbourhood level
- Making homelessness as brief as possible: improving temporary and supported accommodation to be a positive experience
- Making the experience of homelessness to be a one-off occurrence: increasing access to settled homes

The Homelessness Commissioning Strategy also reflects and contributes to a range of wider strategies and programmes, including, but not limited to:

- Greater Manchester Homelessness Prevention Strategy
- Central Government's Rough Sleeping Strategy
- The Our Manchester Strategy 2016–2025
- Building Back Fairer Programme
- Manchester's Housing Strategy 2022 -2032
- Bringing Services Together for People and Places
- Housing Allocation Policy
- Anti-Poverty Strategy

TIP: briefly summarise the key points and keep your answer under 500 words.

TIP: try not to duplicate information that's available elsewhere; you can easily use this space to signpost to other sources of background information instead of rewriting them here.

3. Analysing the impact on equality

Will the policy, strategy, project, service redesign being assessed here... (Tick all that apply):

Remove or minimise disadvantages suffered by individuals or groups because of their characteristics	x
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Meet the needs of people from protected or disadvantaged groups where these are different from the needs of other people	x
Promote diversity and encourage people from protected or disadvantaged groups to participate in activities where they are underrepresented	x

Describe how you've reached your conclusion and what evidence it's based on (500 words max).

Tackling inequalities has underpinned the development of the new Commissioning Strategy and is a fundamental part of both its objectives, and the work plan that flows from these. This is because, the evidence shows that homelessness is multi-faceted; differing among different groups and requiring different responses. Key data drawn from nationwide research shows:

- 13% of rough sleepers captured in the 2021 rough sleeping snapshot were female (12% in Manchester). <https://www.statista.com/statistics/382196/rough-sleepers-england-by-gender/#:~:text=In%202021%20there%20were%20reported,in%20England%20have%20been%20males.>
- 54% of females supported by the homeless charity St Mungo's had experienced violence or abuse from a partner or family member. <https://www.mungos.org/ending-homelessness-fund-domestic-abuse-services/>
- Up to 25% of looked after children and care leavers find themselves homeless once they are no longer covered by child services, with 14% sleeping rough. <https://www.stepbystep.org.uk/news/care-leavers-and-homelessness/>
- Black people are disproportionately affected by homelessness with 1 in 23 black households becoming homeless or threatened with homelessness, versus 1 in 83 households from all other ethnicities combined. In Manchester, whilst the Census 2021 identifies 8.6% of people living in the city as black, this groups accounts for 19% of homelessness assessments. https://england.shelter.org.uk/media/press_release/black_people_are_more_than_three_times_as_likely_to_experience_homelessness
- Crisis identified that 58% of females sleeping rough nationally have been intimidated or threatened and that, over the course of a year, one in four were sexually assaulted. https://www.crisis.org.uk/media/20502/crisis_its_no_life_at_all2016.pdf
- Over half (59%) of LGBTQ+ young people have faced some form of discrimination or harassment while accessing homeless services. <https://www.akt.org.uk/report>

In addition, the report of the UN Special Rapporteur on the right to adequate housing, states that “homelessness disproportionately affects persons with disabilities. In a vicious circle, disability often leads to homelessness and homelessness, in turn, creates or exacerbates impairments and additional barriers”. <https://www.ohchr.org/en/publications/fact-sheets/fact-sheet-no-21-rev-1-human-right-adequate-housing>

Consequently, Commissioners sought to ensure that when developing the strategy, the differing causes and impacts of homelessness among different groups were central to its objectives, and not just part of an EqlA. This work included a comprehensive review of current equalities work and how this is embedded in commissioning processes. As a result, the objective of the strategy that focuses on improving commissioning processes and co-production provides a vehicle for developing a more robust approach to addressing inequalities across our broader commissioning activity, including work with our providers. Initial workstreams within this include:

- Monitoring equalities: Building on recent work to improve equalities monitoring through the MAS Gateway¹, commissioners will develop consistent equalities monitoring and review processes as part of procurement and contract monitoring. This data will be used to inform ongoing service development as well as future commissioning options.
- Developing flexible procurement approaches, including ‘light-touch’ tenders to help develop and encourage smaller VCSE and ‘by and for’ groups to bid for contracts and grants.
- Evidence-Led Commissioning: Continuing to research into what works for different groups, utilising best practice from other areas and services
- Providers equality: Linked to monitoring equalities, this will look at ensuring that commissioned providers have robust equalities policies, including for recruitment and selection, and co-production with the people using their services.

Work delivered through this objective will aim to tackle inequalities across all areas but recognises that resource and financial limitations will make full equity of provision difficult to achieve.

In addition, research, service review, and co-production to develop the strategy has led to the inclusion of an objectives focused on commissioning services that prevent and end homelessness and deliver Better Outcomes and Better Lives for people using them. This objective provides a home for commissioning work focused on reviewing existing pathways and services and on exploring new models and approaches to delivering services. At the heart of this will be a focus on developing service models

¹ The MAS Gateway is a cloud-based referral and service monitoring system for commissioned accommodation and floating support services.

that deliver the best possible outcomes for people, including the most vulnerable, and services that actively reduce the inequalities gap. Initial projects within this include:

- Women's Pathway
- Transgender Inclusion Policy
- Young People's Pathway Review
- Alternatives to Bed & Breakfast provision

Information on each of these projects is included in the table below, alongside the evidence gathered so far, and anticipated equalities impact. Commissioners recognise that the projects listed above are not comprehensive in tackling inequalities across the board, and that there are particular gaps with regard to race and disability. This is largely due to financial and resource limitations, with the initial projects either designed to deliver budget savings or receiving funding from designated central government funding streams tied to delivery to certain cohorts. Nevertheless, as work to deliver this objective progresses additional initiatives and interventions will be developed with the aim of tackling these inequalities, and the EqIA will be updated to reflect these as necessary.

Finally, a key element of the strategy is the service's approach to commissioning, which seeks to be collaborative and involve people with lived experience of homelessness as stakeholders in design and decision making. The strategy's commitment to co-production is as follows:

Early involvement: People are involved from the beginning of commissioning or design processes to ensure that they have the greatest opportunity to shape services and do not feel that proposals are a fait accompli.

Meaningful input: People have input into areas where meaningful change can be achieved rather than involved in co-production for the sake of co-production. Whilst this means that co-production isn't part of every service decision or commissioning exercise, it ensures that where co-production does take place it is authentic and meaningful.

Ongoing involvement: Where people are involved in co-designing services, there is a commitment to involving them in ongoing monitoring and evaluation. The emphasis here is on people feeling that they 'own' the service alongside commissioners and can continue to influence its development

Provider co-production: There is an expectation that commissioned providers will actively develop and embed co-production in their services. This is explicitly stated in all service specification and is part of the ongoing monitoring and evaluation of all commissioned services. This also includes commissioned providers supporting wider co-production through supporting people accessing their services to take part in co-production.

This commitment aims to promote diversity within the voices that shape commissioning design and decision making and alongside data and research, is a key element in ensuring that services meet differing needs.

Considering which group/s you have identified the policy, project, strategy or service redesign as being relevant to, complete the table below. Be brief with your answers and only complete them for the group/s relevant to your activity.

	1. What is the impact of your proposal on this group?	2. What evidence have you used to reach this assessment?	3. What actions could be taken to address the impacts?
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<p>Age (older people)</p>	<p>Work to embed an equalities approach across commissioning will ensure that the needs of older people are proactively considered as part of commissioning decisions.</p>		<p>Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.</p>
<p>Age (children and young people)</p>	<p>The review of the young persons pathway will help to minimise disadvantage for this group. It will improve outcomes by strengthening the approach to homelessness prevention and ensuring that, wherever possible, young people are provided with support and assistance so that they do not become homeless. When a young person does experience homelessness, the review will improve access to suitable short term, and longer-term accommodation and specialist floating support and resettlement services.</p>	<p>We have decent quality data from the MAS Gateway (single point of access system for housing related support services) showing the volume of referrals, number of placements and overall demand for housing related support services for young people. Demand is increasing year on year, which is one of the principal reasons why we need to review the pathway for young people. H-CLIC data (national statutory homelessness data) also shows an increasing trend in young people presenting as homeless. We need to review the specialist service for young people to ensure that homelessness prevention opportunities are maximised, and that fewer young people experience homelessness. Data from childrens services highlighting the volume of 16/17 year old children and care leavers 18-25 years old who are threatened with homelessness is also monitored and reviewed regularly.</p>	<p>The impact of the review is expected to be positive. We aim to ensure that fewer young people experience homelessness by intervening at the right time to provide support and advice and prevent homelessness. We also expect that access to short term supported accommodation and longer-term accommodation and specialist support is improved for young people in Manchester.</p>

Disability	Work to embed an equalities approach across commissioning will ensure that the needs of disabled people are proactively considered as part of commissioning decisions. This will include ensuring the availability of adapted supported accommodation as part of any new schemes.		Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.
Race	Work to embed an equalities approach across commissioning will ensure that the needs of disabled people are proactively considered as part of commissioning decisions, and that all services are culturally sensitive.		Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.
Sex	The development of a designated Women's Pathway aims to tackle the inequalities faced by women who have traditionally accessed services designed to meet the needs of men, often in mixed sex services that don't sometimes have the necessary expertise	There is a strong evidence base that women experience homelessness, and in particular rough sleeping, differently to men and that the services provided to them need to be specifically tailored to meet their differing needs. This ranges from initial access to services as women are often 'hidden to homelessness',	Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.

	<p>to support women who have been victims of violence or abuse. A designated accommodation and support pathway will ensure that support is delivered in a sensitive, trauma-informed way in spaces that women feel safe in, providing a positive impact for this group.</p>	<p>through to the different support needs that women may have given the prevalence of violence and/or abuse experienced by this group https://www.mungos.org/news/women-and-rough-sleeping-report-released/,</p> <p>In addition, co-production through the Manchester Homelessness Partnerships 'Women's Homelessness Inclusion Group' initially identified the need for this pathway through extensive consultation and collaboration with women accessing homelessness services over a number of years, will continue to co-produce the pathway as the project develops. https://mhp.org.uk/action-groups/womens-homelessness-inclusion/</p>	
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<p>Sexual Orientation</p>	<p>The provision of an LGBTQ+ accommodation aims to meet the specific accommodation and support needs of this group which may differ from cisgender heterosexual service users. The accommodation provision aims to reduce any discrimination or harassment this group may experience when accessing homelessness assistance or temporary accommodation. Staff at the provision are extensively trained to ensure they are able to address any support issues experienced by this group sensitively, successfully and without prejudice. Providing accommodation that is self-contained also provides the security and privacy needed to have a positive impact on this group.</p>	<p>The service has been running for around two years and referrals into the accommodation outnumbers the bedspaces, showing there is a clear demand for specialised accommodation for this group.</p> <p>Research conducted by AKT shows that 59% of young LGBTQ+ people have faced some form of harassment or discrimination when accessing services. Download.ashx (akt.org.uk). This highlights the need for well informed and specialised service to reduce the potential discrimination and harassment faced by this group.</p>	<p>The impact on this group and the success of the provision will be captured through regular monitoring and reports which will look at engagement with services and move on outcomes. This will reflect any improvements to health and wellbeing whilst in the service.</p>
<p>Marriage / civil partnership</p>	<p>Work to embed an equalities approach across commissioning will ensure that the needs of people who are married or civil partnered are proactively considered as part of commissioning decisions. This will include</p>		<p>Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.</p>

	ensuring sufficient accommodation options for couples wishing to reside together.		
Pregnancy / maternity	Work to embed an equalities approach across commissioning will ensure that the needs of pregnant people are proactively considered as part of commissioning decisions.		Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.
Gender Reassignment	The Transgender Inclusion Policy sets out how Manchester City Council aims to ensure the equal and fair treatment of Transgender people accessing accommodation and support services. We recognise that Transgender people have specific support needs and may experience specific forms of discrimination and	https://endhomelessness.org/wp-content/uploads/2020/07/Trans-Homelessness-Brief-July-2020.pdf Evidence has been retrieved from specialised services and research conducted by these services, which shows that transgender people do experience homelessness differently. Partnership meetings are being conducted with specialist services such as the LGBT Foundation and the	Monitoring of positive impacts will form part of service monitoring, including equalities monitoring.

	<p>harassment whilst homeless or accessing support.</p> <p>This policy will outline our commitment to the Transgender community, from the training of staff through to the challenging of institutional discrimination. However, it will also outline exemptions contained within the Equality Act 2010. These exemptions allow for the exclusion of Transgender people from same sex services and accommodation, in certain circumstances. In certain circumstances, we may invoke these exemptions however, this is not a rule and our decision making will be evidence based and outlined within our policy and procedures.</p>	<p>Equality and Diversity team to ensure work is evidence based and informed by the lived experiences of Transgender people.</p>	
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<p>Faith / religion / belief</p>	<p>Work to embed an equalities approach across commissioning will ensure that different religions and faiths proactively considered as part of commissioning decisions, including ensuring that all services are culturally sensitive.</p>		<p>Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.</p>
<p>Additional / Optional Characteristics</p>			
<p>People living in Poverty</p>	<p>Work to embed an equalities approach across commissioning will ensure that the needs of people living in poverty are proactively considered as part of commissioning decisions. An approach to building skills and supporting people into work already underpins services but this will be expanded through further initiatives and commissioning work.</p>		<p>Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.</p>

<p>Carers</p>	<p>Work to embed an equalities approach across commissioning will ensure that the needs of people with caring responsibilities are proactively considered as part of commissioning decisions.</p>		<p>Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.</p>
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<p>Homelessness</p>	<p>As part of the homelessness transformation plans, the service will develop new temporary accommodation provision that will be used as an alternative to Bed and Breakfast (B&B) accommodation. This will help to reduce, and then eradicate the routine use of B&B accommodation. The new provision will provide good quality temporary accommodation with support for people who are experiencing homelessness, and who have been assessed as being more vulnerable than an “ordinary person”. The new provision will help to meet the needs of vulnerable people from disadvantaged groups who are experiencing homelessness and will help to minimise the disadvantages they face due to being vulnerable.</p>	<p>Temporary accommodation data held by the homelessness service, specifically volume of placements in B&B accommodation, length of stay, outcomes and cost.</p>	<p>The impact of developing new temporary accommodation schemes to use as alternative to B&B provision will be positive. It will help to reduce, and then eradicate the use of B&B provision for vulnerable people who are experiencing homelessness. We will move away from a position where vulnerable people are placed in poor quality accommodation without support, to one where vulnerable people will be placed in high-quality short-term accommodation with the provision of support on site. Outcomes for people who are experiencing homelessness will improve.</p>
<p>Ex-Armed Forces</p>	<p>Work to embed an equalities approach across commissioning will ensure that the needs of ex-armed forces veterans are proactively considered as part of commissioning decisions.</p>		<p>Monitoring of positive impacts will form part of contract monitoring, including health and wellbeing outcomes. Co-production with people using services will influence service design and delivery to ensure it meets needs.</p>

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QUESTION 1 TIP: think about 1) whether your policy, strategy, project or service redesign removes or minimises disadvantage for this group, 2) whether it meets their needs that are different from other people’s and / or 3) whether it promotes diversity / encourages participation.

QUESTION 2 TIP: evidence could include customer profile data, demographic information, research, or engagement and consultation outcomes

QUESTION 3 TIP: think about the extent to which your policy, strategy, project or service redesign meets our equality duties and whether this should or could be improved. If you identify any actions to address impacts, list these in Annex 1 along with responsible officers and timescales for each action.

4. Quality Assurance - Equality, Diversity and Inclusion Team

Send your draft EqIA to the EDI Team inbox - equalitiesteam@manchester.gov.uk using **EqIA Advice – Your Service Name.** in the subject line.

EDI Team: Name		Date reviewed:	
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5. Head of Service Approval

Your completed analysis needs to be signed off by your Head of Service.

Name:		Date:	
Job title:		Signature:	

Annex 1 – Actions Log

Use this table to list the actions you have identified to mitigate and adverse risks, detailing who will be responsible for completing these and setting clear timescales for delivery. Your actions will be reviewed at 6 months and 12 months to assess progress.

Actions identified in your EqIA	Responsible officer / team for delivery	Timescale for delivery	Comments
Develop and embed an commissioning approach centred around tackling inequalities and measuring the impact of this work	Anna Thorogood	12 months – September 2023	
Develop and monitor outcomes to assess the positive impact of the Women’s Pathway	Anna Thorogood	Ongoing	
Review the Young Persons Pathway	Sean Bleasdale	6 months – April 2023	
Develop a range of new accommodation schemes that can provide accommodation and support for both males and females. These will include some mixed provision,	Sean Bleasdale	12 months – September 2023	

as well as single sex provision (both male and female)			
Develop a Transgender Inclusion Policy			
Provision of LGBTQ+ Accommodation			

Manchester Enabling Independence Accommodation Strategy

Our Vision

The Enabling Independence Accommodation strategy looks to improve housing options to meet people's needs and better enable their independence. It sets out our aspirations around improving care and support at home, accessible design, and adaptations, and improving our supported housing offer and move on options, taking an evidence-based needs approach to achieve value for money partnership delivery. To achieve this, we will need to rely on the strong partnership between Manchester City Council, the Manchester Housing Provider's Partnership (MHPP) and trusted providers from the private and charitable sectors. Collaboration is a golden thread running through this strategy and will be engrained in all work we undertake.

Commissioning is pivotal in the provision of care and support at home, the provision of supported housing, and any care and support provision required when people move on from supported housing. The recently updated Adults, Childrens and Homelessness outcome focused commissioning strategies are key to the delivery of accommodation providing independence, as is the Homelessness Strategy working to reduce homelessness in the city and our Better Outcomes, Better Lives strategy building on work to integrate health and social care and supporting people to achieve better life outcomes.

This strategy also sits beneath Manchester's new Housing Strategy, within which there is a clear commitment to develop and deliver the Enabling Independence Accommodation Strategy aspirations working with housing partners. The Housing Strategy commits to the delivery of 1000 affordable homes each year of which a proportion will be supported housing. Both strategies are 10-year commitments within which we will seek to address the challenges identified, providing assurance to our service users, providers, and partners of our continued commitment to the ambitions set out.

We know that in Manchester:

- The needs of our children and young people should help inform our future adult care and support provision
- Our current supported housing provision does not always meet people's needs, especially those with more complex needs.
- We need to use our existing stock more efficiently to maximise suitable housing outcomes.
- We need to develop some long-term low-level support accommodation for some people who leave and return to temporary supported housing.
- People ready to move on to independent accommodation are not always able to due to a lack of available affordable accommodation, particularly one bed properties and accessible homes.
- Some people live in supported housing because the adaptations and care needed within their own homes is not available.

These issues are complex in nature and to address them we will need a better understanding of individuals' needs and the demand for different housing types. As such, an important foundation for this strategy will be to develop our understanding through a more robust evidence base in accordance

with the National Statement of Expectations for Supported Housing guidance. This will allow us to build stronger business cases for new capital expenditure, targeted more efficiently across all types of supported housing. This evidence will guide our best use of existing and new sites so we can maximise funding opportunities.

Focused around 4 key objectives, our strategy seeks to address the challenges set out above. These objectives are: **Objective 1:** Work collaboratively to identify the need and demand for homes that will better enable independence.

Objective 2: Ensure better care and support at home.

Objective 3: Build the supported housing we need and improve pathways into it.

Objective 4: Improve “move on” from temporary supported housing into good quality independent accommodation.

Foreword

Care and support at home services, supported housing and appropriate move on accommodation enable people to live as independently as possible within their chosen community. This includes older people, disabled people with a physical, mental, or sensory impairment or learning disability, young people with a support need (such as care leavers or teenage parents), families experiencing domestic abuse, people in recovery from drug or alcohol dependence and individuals and families at risk of or who have experienced homelessness. These are not always distinct groups, and many individuals may fit into multiple categories with multiple needs.

Over the 10 years from 2010 to 2020 there was an increase of 2.7 million people with a reported disability bringing the total to 14.1 million people. Despite this increase, there remains a significant shortage of accessible homes in the UK – the latest English Housing Survey shows that only 9% of homes meet basic accessibility features. Nationally, Covid-19 and Lockdowns have increased physical and mental health issues across all user groups. This is reflected in an increased number of people requiring care and support which the Audit Office estimated to be 839,000 adults during 2019-20, at a net local authority expenditure of £16.5bn. This is especially acute for the significant numbers of homeless people, many of whom have multiple and complex support needs including mental health and drug and alcohol dependency. In 2021, the number of Children Looked After (CLA) by local authorities in England rose to 80,850, up 1% on the previous year and continuing the rise seen in recent years. Higher numbers of children in care equates to increasing numbers of care leavers in need of housing. Research shows tenancies for care leavers have a relatively high failure rate in the first few months after leaving care.

Government statistics show that at any one time, over 600,000 people in England rely on supported housing to provide a secure place to live and to offer appropriate care and support. Local authorities have a statutory duty to accommodate some people in supported housing, and in temporary homeless accommodation. The supported housing sector is diverse, comprising housing associations and local council housing, as well as private sector providers, charities and voluntary organisations.

The way accommodation and support services are delivered varies between schemes; some organisations own properties, some provide support (either within their own or another property), and some may do both. This can impact where legal and regulatory responsibility lies for each property.

In Manchester, there are significant gaps in life expectancy at birth for both men and women between those living in the most and least deprived parts of the city (8.1 years for men; 7.3 years for women). Adults from the most deprived parts of Manchester, mainly in the north of the city, are more likely to have a diagnosed LTC (COPD, Heart Disease, Stroke or Diabetes) than those living in the least deprived parts of the city. The health of our population directly impacts upon our health and social care spending on care and support at home and supported housing provision.

Around 1,800 Manchester residents currently receive homecare in their own homes, this is not just limited to older people, but also includes families where there is a disabled child or parent. Our Housing Register includes 100 households in need of a home that is wheelchair accessible and other households who require adaptations such as level access showers or stairlifts. Residents who need properties suited to their care and support at needs compete with the already high need and demand for general needs lets, very few accessible adapted properties come up for relet and very little new build housing meets accessibility standards. This leaves too many people, including children, living in homes that do not meet their needs. Our Better Lives, Better Outcomes approach aims to keep people in independent accommodation as long as possible, diverting them from residential or supported housing. However, we know that sometimes supported housing offers the best outcomes for some people. Supported accommodation is provided on both a long term (permanent) and short term (temporary) basis depending on need, with some people requiring supported housing for the rest of their lives and others requiring it only at times of crisis.

Currently, almost 500 adult people with a learning disability are in receipt of a permanent supported accommodation service in a variety of settings in Manchester. Of all Greater Manchester authorities, Manchester has the greatest number of people with a learning disability and/or autism ready but unable to leave secure settings due to a lack of suitable supported accommodation within the city. 230 adults of working age with mental health support needs are currently accommodated in Residential and Nursing Care provision. 192 adults are housed in short term mental health supported accommodation, where with improved recovery orientated practice people can socially recover their lives and ambitions, reducing the reliance on Residential and Nursing Provision. Annually, approximately 90 care experienced young people for whom we have a responsibility as a corporate parent, will require move on to general needs housing as they reach 18. A further 10 will require a level of commissioned specialist support to live independently and some young people who continue to live with their parents and receive community-based support will require supported accommodation after the age of 18.

For homeless services, demand currently outstrips capacity. An estimated 3,376 people are housed in Homeless supported accommodation in Manchester as follows:

- 482 single people/couples and 1,846 families with a statutory duty are in homeless accommodation

- 405 families & singles in emergency accommodation awaiting homeless accommodation
- 452 homeless single people with support needs in commissioned housing related support accommodation
- 191 people who have slept rough who are accommodated in A Bed Every Night (ABEN) schemes

Reductions to local authority budgets, the impact of the pandemic on health funding and services and the post Brexit escalation in the price of materials and labour, means the additional costs of new build supported housing are even more difficult to meet. Competition for both public and private sites for development in Manchester means land values remain high, which impacts upon the financial cost and viability of developing new supported housing. Manchester's strong rental market also means that when people are ready to move out of supported accommodation there is a lack of available affordable homes to move onto.

Complex revenue funding models and the business planning limitations of short-term accommodation funding programmes, particularly for non-tenancy related temporary/short term accommodation, also affect the amount of supported housing able to be developed. In addition, restricted use of Intensive Housing Management funding makes for a challenging local landscape for the delivery of supported and move on housing. Meanwhile, some for-profit exempt providers benefit from short term commissioning practices and exhaustive demand as they are able to provide quick but low quality and expensive housing solutions used on a needs must basis. This impacts the reputation of the supported housing market in Manchester and can undermine trusted partners who work hard to support the needs of Manchester's residents in high quality accommodation. Short-term commissioning contracts pose an inherent risk to the quality and cost effectiveness of supported housing delivery in Manchester.

Despite the challenges, by working collaboratively and intelligently, in recent years Manchester City Council with MHPP partners have brought forward some fantastic projects to meet the needs of specific client groups. Manchester City Council Adults, Childrens and Homelessness services have updated their Commissioning strategies to bring forward more effective, strategic, and compassionate commissioning focused upon outcomes that put people from all backgrounds and walks of life at the heart of what we do. Delivery of Adult Social Care, including commissioning, is now managed within the Manchester Local Care Organisation (MLCO) and this approach to commissioning is preparing the way for integration between health and social care services. This will also provide a platform to strengthen links with Children's Services, to make sure that people are supported throughout their entire journey. We have a Population Health Plan to address health inequalities in parts of the city which is supported by the Our Manchester Bringing Services Together for People in Places approach. The forthcoming Manchester Housing Needs Assessment study, which will be commissioned by Strategic Planning, will provide further intelligence on housing needs across the city. Adult Social Care Commissioners have been involved in setting out preliminary permanent housing options for both North Manchester General Hospital and Wythenshawe hospital developments, with a view to exploring the potential for supported housing, working across several 'in need' cohorts. The proposed GM Places for Everyone Joint Development Plan sets out a long-term plan for jobs, new

homes, and sustainable growth, and intends to tackle the inequality experienced by so many of our communities.

Each of the key Enabling Independence Accommodation_strategy objectives builds upon these successes and plans which will inform how we innovate with providers and shape local markets to respond to the short, medium, and long-term challenges that we collectively face.

Our Key Objectives

Objective 1: Work collaboratively to identify the need and demand for homes that enable independence

The provision of supported and move on accommodation is inter-dependent upon a wide range of strategy and policy considerations, related to the supply and cost of land – both private and public estate, planning policy and guidance, capital funding for bespoke design and specification and revenue funding for the costs of care and support. Effective partnership working is the key to providing a tailored housing with support offer and ensuring that value for money is at the heart of thinking. Agreeing shared service objectives in relation to housing our most vulnerable people is therefore critical. Improved engagement and coordination across MCC Directorates will build an understanding of shared objectives and implement coordinated action and it is imperative that this strategy feeds into planning policy and the development of new Manchester Local Plan.

We know that demand for supported accommodation outstrips suitable supply across all user groups. However, we need to work on the evidence base to ensure we can confidently plan and prepare business cases to bring forward local authority capital or land to support the delivery of new supported accommodation, in response to demand. To address this, we will undertake a thorough review of existing evidence in relation to users, providers and schemes and develop a multi-service system for better data collection. This will confirm the need and demand, and identify opportunities to improve value for money, address gaps in provision, make best use of existing supported accommodation and identify new sites for development. We will prioritise the continued protection and rights of individuals under the Data Protection Act in this exercise.

Manchester City Council Adults, Children's and Homelessness services have recently updated their Commissioning strategies to bring forward a more effective, strategic, and compassionate focus upon outcomes that put people, from all backgrounds and walks of life, at the heart of what we do. Adult Social Care is managed within the Manchester Local Care Organisation (MLCO), which is better enabling the integration of health and social care services and providing a platform to strengthen links with Children's Services. This integrated approach helps ensure people are supported across their entire journey and represents a joined-up approach to how we support people in our commissioning models. This engagement alongside the Bringing Services Together (BST) programme can create a more co-ordinated approach to identifying need and housing solutions.

Whilst our commissioning strategies are responsive to local needs in a truly placed based way, we appreciate that they can only be delivered through trusted relationships and collaboration. Providers

of these, especially our partners in the MHPP, are vital in the delivery of new accommodation to support these models, understanding long term commitment and direction is essential to enable the right accommodation to be developed at the right time. MSV and Children's services have recently developed a 10-year contract for The Lodge, a foyer model accommodation. This is built on the excellent partnership and outcomes achieved through our existing foyer, resulting in over 25% of the cohort moving onto university and a 98% rate of planned move-on. Further development of joined up long-term strategies will provide certainty to trusted partners that their continued investment into quality services has long-term financial and political support from the council.

The National Statement of Expectations states that, *'quality ultimately determines outcomes – higher quality means individuals are more likely to experience better outcomes, whether that means successfully living independently, navigating and staying out of crisis or managing their health effectively. This not only results in a better quality of life for residents but can also support more effective use of resources elsewhere for public services and local councils.'* With this in mind, we want to produce local guidance in accordance with the aspirations of the National Statement. This will focus upon improving the quality and value for money of supported accommodation, develop longer term - less risk-averse commissioning options, and provide guidance on available funding and parameters.

Working at a Greater Manchester level with health services, RPs and other GM local authorities will help to build business cases through integrated commissioning strategies, using devolved structures to bring together capital and revenue funding streams to create a connected care and supported housing market. For example, Adult Social Care Commissioners are working closely with the Greater Manchester Health and Social Care Partnership who have recently tendered a complex mental health and learning disability framework for adults. The framework is opened periodically, and prospective providers are invited to apply via the 'The Chest' procurement portal.

An Enabling Independence Accommodation Strategy group will meet to oversee the development of new partnership governance arrangements and programmes of work. The group will also consider funding opportunities at a national and Greater Manchester level to develop partnership bids. Funding opportunities currently include the 'People at the Heart of Care' legislation which is making £300 million available for the development of new supported housing, £150 million to drive the adoption of innovative technology, increasing Disabled Facilities Grant funding and providing further pots of money for local innovation and planning. In addition, the Department for Levelling Up, Housing and Communities are also making available £20 million Supported Housing Improvement Programme (SHIP) which aims to support local authorities address poor quality in supported housing provision to drive improvements in their local supported housing market.

Our commitments to Work collaboratively to identify the need and demand for homes that enable independence

- We will adopt a more interlinked user, provider and property data system, to improve our evidence base so we can better meet current needs and forward plan for future housing needs across all user groups.

- We will develop integrated long-term commissioning models covering Housing Related Support and care provision, which links capital and revenue funding.
- We will produce guidance in accordance with the National Statement of Expectations for Supported Housing in relation to needs assessment and delivery of safe, good quality accommodation and services.
- We will develop new Manchester partnership governance arrangements to deliver this strategy and work at a local, national and Greater Manchester level to identify funding and partnership delivery opportunities.

Objective 2: Better enable care and support at home

Working more closely with our NHS partners is vital to reduce pressures on already strained services. The NHS has been under increasing pressure due to demographic changes, cuts to local care budgets, all made worse by the recent pandemic.

Our Better Outcomes, Better Lives Strategy aims to put into place measures to help people live independently in their chosen community or neighbourhood. This is achieved through maximising people's independence through strength-based assessments with a focus on early intervention and prevention. This includes remaining in their current home with home care services and adaptations or being rehoused to more suitable housing such as homes designed and built for older people or those with physical access requirements. Supporting people to stay at home not only helps people remain independent for longer but also reduces over reliance on expensive residential care the council must pay for when the resident is unable. In providing suitable housing options we reduce pressures on NHS services needed as a result of inappropriate housing e.g., ambulance services visiting a person who has had repeated falls as a result of living in a poorly/ un-adapted property.

The Manchester Housing Options for Older People provides tailored advice and assistance to people over 50 when their current home no longer suits their needs. The service can signpost people to housing where their needs can be better met, and their independence retained within the home. Learning from this service will inform the extension of housing options services to other user groups, such as people with learning, sensory and physical disabilities.

An increased focus on Technology Enabled Care (TEC) and the use of Voluntary, Community and Social Enterprise (VCSE) partners and services is supporting independence at home for longer. Frontline practitioners are encouraged to identify gaps in services and provision so that these services can be more readily provided. We need to continue identifying and providing access to these facilities to further improve the outcomes of those people able to stay at home with support for longer. We are actively promoting "Just Checking" an activity monitoring system which helps care professionals to complete objective, evidence-based care needs assessments of adults with dementia, learning disabilities and autism, which would work well in supported housing across mostly LD and mental health.

When people are ready to be discharged from hospital their own homes are often not suitable for their recovery or even for the long term. This blocks much needed beds. To help address this MCC Adult Social care working with Registered Provider partners have brought forward 30 Neighbourhood Apartments to provide temporary accommodation with care for people who might otherwise be admitted to hospital or residential care or unable to leave hospital due to the unsuitability of their home environment. Expansion of this programme will further reduce pressure on hospitals whilst promoting better housing outcomes for individuals.

If disabled people are to have choice and control over their lives, then urgent action is required to make sure that future housing supply is accessible for everyone. As a local authority, we have a duty under the Equality Act 2010, to assess the need for housing different groups and reflect this in our planning policies. We know that some people cannot remain in their own home because it does not

suit their needs, including some young people who come into care simply because their home does not meet their needs as a person with disabilities. We need to work together to make the best use of Disabled Facilities grant funding and capital funding for adaptations to homes. However, there is also a recognition that to increase the supply of accessible homes new developments should provide a percentage of homes to M4 (3) Building Regulation wheelchair accessible standards. With this in mind and taking into account GM Places for Everyone accessibility standards, policy matters within the emerging Local plan, which will include zero carbon and affordable homes targets and open space standards, we will seek to increase the supply of accessible and adapted housing to meet identified needs into the future.

Our commitments to *Better enable care and support at home*

- We will continue to reduce overreliance on residential care by helping people to remain independent at home.
- We will improve communication around available housing options for all user groups, learning from successful programs such as the Housing Options for Older People (HOOP) service and improve housing options for people with a housing need who are ready to leave hospital.
- We will improve access to equipment, adaptations, and TEC within the home for disabled people across all tenures.
- We will provide more homes for disabled households by working with housing providers to make best use of existing adapted properties and build more new accessible homes and by seeking a Local Plan requirement for a percentage of all new build homes to meet the M4 (3) Building Regulation for wheelchair accessible standard.

Objective 3. Build the supported housing we need and improve pathways into it

The development of some supported housing in the city has been more by opportunity in the past than it has by a long-term evidence approach based on need. In Manchester most supported accommodation is commissioned by the local authority and provided by a mix of trusted private and charitable provider partners and Housing Associations. In addition, there are over 200 units of non-commissioned supported accommodation in the city. We know that our MHPP Housing Association supported accommodation provision provides a high-quality value for money option and we aim to increase this provision. Manchester's Supported Needs Monitoring Group which reviews applications for new supported accommodation reports an increase in speculative applications from non-commissioned accommodation providers, however we want to reduce non-commissioned accommodation, as part of a move towards increasing evidence-based commissioning of supported housing to meet identified needs and improve property and support standards.

Reaching a better understanding of our current and pipeline user groups and analysing their housing needs will help us to plan and programme focussed new build supported housing delivery and the more efficient use of our existing supported accommodation. A Housing Needs Assessment is being produced as part of the new Local Plan which will evidence supported housing needs in general terms. We will also commission more specialised housing needs analysis that will help us develop clearer pathways into supported housing for each user group, including those with multiple needs, which will sit alongside the Strategic Planning housing Needs Assessment and help to inform the new Local Plan. We know this work needs to be undertaken based on the success of our Manchester Extra Care programme, where an evidence led approach regarding older peoples housing needs, commissioned from the Housing LIN, resulted in MCC putting forward sites and capital funding to develop a programme of extra care with RP partners. With 5 new schemes now open and 3 more in the pipeline, including one to meet the needs of Manchester's older LGBT community, not only have health outcomes for residents improved, but family homes have also been released by rightsizing and a cost benefit analysis indicates a return on investment of approximately £1.90 for every £1 spent.

The supported housing needs of individuals are complex and subject to change. Those user groups in need of lifetime supported housing require a clear pathway as they transition from childhood to adulthood, children leaving care may need supported accommodation on a permanent basis going forward or some temporary supported housing until they are ready to take on and retain their own tenancy, people in crisis due to homelessness, mental health or addiction will require supported housing for a period of time and each of their pathways into and sometimes out of supported accommodation should be clear. Our new evidence base drawn from improved intelligence systems and our housing needs analysis will inform a review of pathways into and out of supported housing. A post 16 Accommodation workstream has recently redefined our care leaver housing pathway, offering sufficient supported lodgings, foyer models and forever homes for Manchester's care leavers. This includes the acquisition and refurbishment of properties for care leaver House Project accommodation, and we will continue to build this RP offer. Our use of A Bed Every Night (ABEN) funding has brought forward 9 new schemes for people sleeping rough, including an LGBT+ scheme and an enhanced support scheme for female rough sleepers. We are keen to continue to increase focused pathways into homeless accommodation to better meet the needs of minority groups and a

new pathway approach is being introduced to better match people to housing related support services. The council has identified a further pathway area for focus as targeting and supporting veterans who find themselves homeless and/or involved in the criminal justice system.

Developing our understanding of user groups, existing schemes and available sites will enable us to take opportunities to recommission and repurpose existing and decommissioned facilities. Developing these sites with MHPP partners for new supported housing will help us achieve not only the objectives of this strategy, but also wider corporate priorities such as reducing carbon impact and achieving best value.

Supported housing development costs can be high due to space and accessibility standards, greater wear and tear, additional design features and fittings and location requirements. To meet these costs and ensure value for money, working collaboratively and with transparency on rent and service charge setting and capital and revenue funding models is essential. The development of 4 new build purpose-built housing schemes, providing 70 self-contained apartments for people with Learning disabilities, developed via an open book approach between Manchester City council and a consortium of 3 MHPP partners, is an example of shared cost collaborative working which has improved the user group offer and made staffing arrangements more efficient.

Many occupants of both short term and long term supported housing have physical disabilities. Just as we intend to increase the supply of wheelchair accessible and adaptable housing within the general needs sector, so too do we need to undertake a stock condition survey of all current supported housing to assess accessibility standards and utilise disabled facilities grant to bring up to standard and if necessary, decommission and re-provide. In addition, we need to ensure that any new supported housing provision is built to accessible/adaptable build standards to better accommodate people with physical and neuro disabilities and as they age.

The Our Manchester Strategy commits our services to coproduction principles and the engagement of the user group in the remodeling or new build design of schemes. We now from engagement with older residents in the development of extra care schemes and homeless people in the remodeling of a homelessness direct access scheme that architects, interior designers, scheme managers and care providers can learn a lot from service users, and we intend to build upon this experience.

Our commitments to *Develop the supported housing we need and improve pathways into it*

- We will undertake a Housing Needs Analysis for each user group to identify existing and future supported housing supply and demand.
- We will review and improve housing pathways and increase commissioned supported housing whilst reducing non –commissioned supported housing, to ensure there is high

quality value for money supported accommodation offer to meet people's needs, from transition to adulthood and into older age.

- We will develop a clearer process for the identification and development of sites (including vacant buildings) to bring forward a partnership new build and re-provision supported housing programme to meet identified needs.
- We will better engage people with care and support needs in the design, delivery and running of supported housing, taking into account the need for more accessible/adaptable build standards.

Objective 4: Improve move on from temporary supported housing into good quality independent accommodation

Having enough suitable housing to enable move on from supported accommodation helps to ensure people continue to thrive and do not re- enter the system. Our lack of secure, affordable housing for people ready to leave supported housing creates bottlenecks within schemes, which prevents the creation of vacancies for people in crisis and in need of supported housing. Working with our RP partners £8.6m in Next Steps Accommodation Programme (NSAP) and Rough Sleeper Accommodation Programme (RSAP) funding has been secured to support a range of homeless schemes and move on accommodation. We are continuing to work together to develop bids for further funding rounds which are targeting new build move on provision which, alongside our plans to promote one bedroom move on cottage flats within RP general needs new build, will increase our targeted move on supply and improve pathways out of short term supported housing. The introduction of the APEX model of short-stay temporary accommodation in Manchester will reduce the use of B&B accommodation for homeless families and reduce time spent in homeless temporary accommodation.

Many people ready to leave supported accommodation will need some enhanced tenancy management and commissioned support at home for a period, ensuring funding is available for this help tenancy retention, increase move on accommodation options, and in turn release supported housing places for those who need them. The introduction of Mental Health recovery-oriented practice providing post supported accommodation models, homecare and floating support is helping people socially recover their lives and ambitions while reducing the reliance on residential and nursing Provision. A more focused enhanced support for people who require a multi-disciplinary team and partnership approach will reduce frequency of return to residential and supported housing. Although we know that support within move on accommodation helps people to settle, we are aware that some people may also need some help settling into the neighbourhood they move to. Working with local services we want to help people settle in their local neighbourhood and community through signposting local services, activities and opportunities.

Many people leaving supported housing settle well in their new homes and communities, however, there is a cohort of individuals in Manchester who, sometimes over a period of decades have left supported housing, lost their tenancy, returned to homelessness and then again to supported accommodation. To halt this cycle, we want to explore options for a light touch permanent supported housing model for this cohort.

Statistics indicate that care leavers often lose the accommodation they move on to from care within a short period of time and without a family network are at increased risk of street homelessness and exploitation. A Manchester care leaver accommodation panel established in 2017 to review care leaver readiness for independent housing options has allocated 300 tenancies to care leavers, the vast majority of which have been successfully retained. We plan to build upon this by introducing processes for earlier identification of and transition to forever homes for care leavers.

Our commitments to Improve move on from temporary supported housing into good quality independent accommodation

- We will ensure there are effective pathways in place to move on from temporary supported housing into secure and affordable tenancies with the support of a neighborhood resettlement service
- We will increase the provision of targeted one bedroom move on accommodation as part of new-build general needs housing developments.
- We will develop as a “move on” option a long-term housing scheme with light touch support for repeat return users.
- We will introduce processes for earlier identification of and transition to forever homes for care leavers.

Looking Ahead

This Strategy represents a renewed focus on how we take a more collaborative and evidence-based approach to improving life chances by understanding and meeting people's housing with support needs to better enable them to remain independent for longer. Understanding the challenges faced, building upon our successes, and embedding shared objectives across all services and partnerships provides the foundation for the delivery of this strategy. Adopting an intelligence led approach to need and demand, taking funding opportunities and reviewing commissioning practices will build upon that foundation and enable supply of care and support at home and supported housing to be carefully targeted. Our evidence base will allow us to take a more long-term strategic solution-based approach providing value for money and comfort to partners seeking the reassurance of long-term commissioning strategies.

As one of a suite of strategies to build upon our ambitions as a city, we recognise that our shared objectives can only be achieved through commitment across all relevant MCC services and in partnership and consultation with people in need of or receipt of housing with care and support, registered housing providers, care providers, developers, contractors, the voluntary sector, community groups and other health and care partners and colleagues throughout the city.

Consultation with a range of audiences has taken place around the key objectives and ambitions of the strategy. This engagement will be built upon as a programme of work and delivery plans are developed beneath each objective. The actions in the delivery plan will set out a clear blueprint for how we will realise this strategy's vision and fulfil the commitments that have been set out. Progress will be reported on a regular basis and the plan will be reviewed and updated to ensure that it remains relevant.

The achievement of our key objectives will be evidenced through improved options to live at home with care and support, more supported housing to meet identified shortfalls and more affordable homes suitable as move on accommodation. More detailed measures of outcomes will be developed as part of each objectives programme of work.

The Enabling Independence accommodation strategy sits beneath and is supported by:

Better Outcomes, Better Lives Manchester Local Care Organisation's transformation programme for Adult Social Care, which builds on work to integrate health and social care in Manchester, to support the people of Manchester to achieve better life outcomes.

Adults, Childrens and Homelessness Commissioning Strategies recently updated to bring forward more effective, strategic, and compassionate commissioning focussed upon outcomes that put people from all backgrounds and walks of life

Homelessness Strategy setting out the vision, aims and aspirations shared by the Housing Strategy and partner organisations who work to reduce homelessness in the city.

Manchester Housing Strategy 2022 to 2032 which sets out 4 key principles:

- Increase affordable housing supply & build more new homes for all residents
- Work to end homelessness and ensure housing is affordable & accessible to all
- Address inequalities & create neighbourhoods where people want to live
- Address the sustainability & zero carbon challenges in new and existing housing

There are also a range of individual plans and strategies that will support, and be supported by the strategy including:

Our Manchester Strategy – Forward to 2025 setting out the city's priorities to ensure Manchester can achieve its aim of being a top-flight world class city by 2025 with equality, inclusion and sustainability at its heart.

Local Plan the spatial planning framework for the city, setting out the long-term strategic policies for Manchester's future development. The new Local Plan is due to be published in 2023

Powering Recovery: Manchester Economic Recovery & Investment Plan setting out Manchester's plans to sustain the economy and its people, and what the city proposes to do in the future in response to the Covid-19 pandemic.

Family Poverty Strategy which aims for everyone in the city to have the same opportunities and life chances, no matter where they were born or live.

Build Back Fairer, a collaboration between Greater Manchester and Michael Marmot's Institute of Health Equity brings forward recommendations on how to reduce health inequities and build back fairer from the COVID-19 pandemic for future generations.

MCC Allocations Policy, the legal document that describes how the Council allocates social homes to people who need them.

Private Rented Sector Strategy, the city's strategy to improve the condition and management standard of homes in the private rented sector and increase good quality options for lower income residents in the sector.

Neighbourhood Plans, created by local communities, which set out policies for the future development of their areas and will be part of the Local Development Framework for their area.

Places for Everyone, a long-term plan of nine Greater Manchester districts (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford, and Wigan) for jobs, new homes, and sustainable growth.

Manchester Climate Change Framework strategy for tackling climate change and reducing the city's carbon footprint.

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Appendix 4
Rightsizing Case Studies

About the person
<ul style="list-style-type: none"> • Client is a 55 year old, male. • Client lives alone in 4 bed house • Client has no health issues/needs • Client has lived in the current property for many years, bringing up his family here. • Client works local so needs to stay in the area.
About the issues
<ul style="list-style-type: none"> • Client is living in large property which is difficult to maintain and afford. • Client separated from partner, therefore ended up living in the house alone. • Client has rent arrears due to bedroom tax. • Client is concerned about cost of move
What was the target outcome?
<ul style="list-style-type: none"> • Client would like to downsize to 1 bed property as it will be more manageable with regards to maintenance and affordability. • Client wants to stay local to the area due to work.
Description of Rightsizing input and outcome
<ul style="list-style-type: none"> • This case was referred by WCHG. • Client was not registered on Manchester Move prior to Rightsizing involvement. I completed a home visit to gather ID etc and complete rehousing application with client. • Client stated he struggled with internet, I therefore agreed to bid on his behalf. • Rightsizing officer had regular contact with client to advise what properties were on advert etc. • After working with client for approximately 1 year, a bungalow, in his preferred area, came on advert. We discussed and he agreed for me to place a bid on his behalf. • Viewed property with client and Housing provider and he agreed to accept. • Rightsizing supported with flooring costs via WCHG at a cost of £1000. • Client is now living happily in the 1 bed bungalow, which is much more affordable for him. • 4 bed house has been released back to Manchester City Council Homeless Service.

About the person
<ul style="list-style-type: none"> • Client is a 70 year old, male. • Client lives alone in 4 bed adapted parlour house • Client has COPD, Diabetes, Prostate cancer and a diagnosis of early onset dementia. He struggles with short term memory. • Client has lived in the current property for many years, bringing up his family here. • Client is well known in current area by all ages and has great neighbours. Often neighbours will cook meals for him.
About the issues
<ul style="list-style-type: none"> • Client is living in large property which is difficult to maintain. • Property is adapted with stair lift and wet room upstairs, however he tends to stay upstairs and live in bedroom. • Wife only passed away 5 months ago and really struggling with her loss. • Client drives with mobility car but is reliant on family to support every time he goes out. • Client is able to transfer on and off stair lift but it tires him, which is why he tends to live upstairs. One of the spare bedrooms has been made into a kitchen area for making drinks etc. It is like he is living in a flat. • Client is concerned about cost of move. • Client has a dog, this is their companion so will not move without their pet. • Client is socially isolated • Client is concerned he will lose neighbour support.
What was the target outcome?
<ul style="list-style-type: none"> • Client needs to move to a ground floor or above ground with lift to support mobility issues. • Client wants to be as independent as possible – living in a smaller property will make this a little easier as there will be less to manage. • Smaller property will be more affordable. • Client would like to move into Extra care scheme as he feels it will help with his isolation. He requires social stimulation this will support mental health.
Description of Rightsizing input and outcome
<ul style="list-style-type: none"> • Client was not registered on Manchester Move prior to Rightsizing involvement. I first met with client back in May 2021. We discussed housing options and Extra care. • When I first met client he was not 100% about moving as wife had not long passed away. She had sadly passed away in the same room they shared. He

felt lonely and depressed and was worried he would lose the good support from neighbours.

- Client had a dog that was a great companion for him and he was not willing to part with his pet as this was his and late wife's dog.
- Rightsizing officer had regular contact with client to update on panel etc.
- Case was accepted at Extra care panel as a good case as this will support clients depression, social isolation and general health as single level and wet room in situ.
- In May 2021 he was offered a property. Sadly he rejected this as he was apprehensive about moving and felt it was too soon after his wife's death.
- March 2022 client contacted to say he had changed his mind and he was ready to move.
- Case was reviewed at panel and client was re offered a property.
- Client moved into Extra care in May 2022.
- Rightsizing supported the move and kept in regular contact. Flooring was supplied as part of the Rightsizing incentive which cost a total of £1160 as non-slip vinyl flooring was required throughout due to mobility issues.
- He is now living in extra care and thriving with his pet dog. He feels supported and no longer isolated.
- Customer is happy with the outcome and a large 4 bed adapted parlour was released back to Manchester City Council homeless service.

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**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 11 October 2022

Subject: Armed Forces Covenant Update and Annual Report

Report of: Strategic Director of Children and Education Services and Strategic Management Team Armed Forces Champion

Summary

This report introduces the Armed Forces Covenant Annual Report for 2021/22 which we are required to present to Council each year as part of our commitments made under the Covenant, providing an opportunity to reflect upon progress made against our Covenant Action Plan.

This report also introduces the Armed Forces Act 2021 which will place new statutory duties upon councils and other statutory bodies to have due regard to the principles of the Covenant when exercising certain housing, education, or healthcare functions.

Recommendations

The Committee is recommended to:

- (1) Members are recommended to note and comment on the report.
 - (2) Members are recommended to note actions being undertaken to prepare for implementation of the Armed Forces Act 2021
-

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

None

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
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Since Manchester City Council has ratified the Armed Forces Covenant, ex- armed forces and their families have been added to the EqIA template and all services should be considering the impact of their services on this cohort of people.
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Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	To ensure that the Armed Forces Community receive the support that enables them to thrive alongside their civilian peers. Also, make certain that they can aid us in the pursuit of a cutting-edge economy by making the most of their experience and expertise in Manchester's local businesses and organisations.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	Our work will ensure employers understand the level of transferable skills Veterans and Reservists possess, that the Armed Forces Community has improved access to education, and that those who have left the forces can effectively articulate their skill set to employers. In summary, we will make sure the Armed Forces Community is work-ready.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	We are working to mitigate and remedy the unique and niche disadvantages face by the armed forces community. We aim to rid as many barriers as possible, and unlock the potential of the armed forces community, thereby ensuring, " <i>all can thrive.</i> "
A liveable and low carbon city: a destination of choice to live, visit, work	Our work is contributing to the fight against crime, poverty, and anti-social behavior with a focus on both rehabilitation and reintegration
A connected city: world class infrastructure and connectivity to drive growth	We picture a unified support structure that works as one to make the most of our resources and ensures we can make as much of an impact as possible.

Financial Consequences – Revenue

There are presently no anticipated revenue costs. The delivery of Manchester's Armed Forces Covenant will be achieved within a business-as-usual approach. Additional funding was received by the Armed Forces Covenant Fund Trust.

However, it is worth noting that additional expenditure requirements may arise from the Armed Forces Act 2021 implementation, this will be monitored and managed by officers in liaison with the Local Government Association.

Financial Consequences – Capital

None.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy, please contact one of the contact officers above.

- Manchester City Council Armed Forces Covenant Annual Report 2022
- Manchester City Council Executive Report, 19th December 2019: Manchester Armed Forces Covenant – Progress Report & Action Plan
- LGA. Armed Forces Act 2021 background, implications for councils and practical steps to get ready for the Act 16/02/2022

1. Introduction

- 1.1. This report introduces the Armed Forces Covenant Annual Report for 2021/22. Manchester initially signed the Armed Forces Covenant, alongside all UK local authorities, in June 2013 and in October 2021 those commitments were refreshed when at the same time the Lord Mayor conferred the Freedom of the City on 209 Battery R.A., the Manchester Artillery.
- 1.2. The report also provides an introduction to the Armed Forces Act 2021 which will be brought into force in coming months when the Secretary of State for Defence formally publishes the associated statutory guidance.

2. Background to the Armed Forces Covenant

- 2.1. The Armed Forces Covenant, introduced in 2011 in its current form, is a commitment by the nation to those that currently or have previously before, served in HM Armed Forces, and their families. This commitment seeks to ensure that the Armed Forces Community will face no disadvantage that comes as a direct result of their service.
- 2.2. The purpose of the Covenant is to remedy and prevent the disadvantages experienced by service personnel and make certain that they too can benefit from all public and commercial services enjoyed by their civilian peers. The Covenant also recognises the need to make special provision for those who have sacrificed the most, such as the injured and bereaved.
- 2.3. As part of our Covenant Commitments the Council maintains a Lead Member for the Armed Forces and a member of SMT. Currently the Strategic Director of Children & Education Services, serves as Armed Forces Champion, chairing the Armed Forces Steering Group with membership drawn from MCC directorates, partner public service organisations and the Armed Forces VCS.
- 2.4. The Steering Group oversees a Covenant Action Plan which seeks to strengthen our relationship with the armed forces and our network of support for the wider community of ex-armed forces personnel, with a strong focus on work & skills, individual resilience, mutual support and comradeship. In December 2021 a new Armed Forces Specialist Lead was appointed to lead this plan and prepare for the introduction of the Armed Forces Act 2021. The Armed Forces Specialist role sits within the equalities team, allowing Covenant work to progress alongside our equalities approach.
- 2.5. The Annual Report provides an opportunity to report on progress against the Action Plan and supports our on-going dialogue with the Armed Forces Community in respect of forward plans. The full annual report is attached in Appendix 1.

3. Formation of Armed Forces Covenant Steering Group

- 3.1. The Armed Forces Covenant Steering Group exists to co-ordinate city-wide objectives, facilitate cross-organisational collaboration, and enable network

expansion. The Steering Group is the nucleus of the armed forces' work and has played a key part in local achievements. The group gathers on a bimonthly basis in a workshop format, with both core and flexible membership co-ordinated by the Strategic Management Team's Armed Forces Champion.

- 3.2. The Steering Group adopts a thematic approach, bringing focus to the individual pillars featured within the Armed Forces Covenant Action Plan. The pillars are Covenant Governance and Overarching Strategy, Housing and Homelessness, Employment, Finances, Living Independently, Mental Wellbeing, Physical Health, Family and Community, Criminal Justice, and Communication and Promotion. The diverse landscape of expertise within the Steering Group allows for great insight into these areas and helps close the gap between military and civilian experiences.

4. Successes to Date

- 4.1. To date there have been many successes as outlined in the Annual report, a few highlights are outlined in this section.
- 4.2. The Council achieved Gold Status from the Defence Employer Recognition Scheme due to significant progress in becoming a forces friendly employer.
- 4.3. A Guaranteed Interview scheme was implemented to ensure members of the armed forces community face no barriers when applying for Council roles. Since the 1st of April 2021 to 31st August 2022, MCC have hired 8 Veterans and/or Reservists.
- 4.4. The Councils Reservist Policy was updated to reflect our support for the reserves and ensure current and future Council reservists feel supported in both spheres of work.
- 4.5. MCC refreshed the current online Armed Forces Toolkit to ensure the Council provides necessary and improved information, links, and signposting for veterans, reservists, their families, and professionals working with the armed forces community.
- 4.6. Started and maintained an Armed Forces Focus Group to inform the Councils Covenant work and ensure the voice of the armed forces community is present and heard.
- 4.7. Acquired funding from the Armed Forces Covenant Fund Trust to stimulate grass-root activity within Manchester. Consultation is currently being carried out with partners to identify and target where and what will be most impactful.
- 4.8. Armed Forces has been added to the Councils Equalities Impact Assessment (EqIA) template to ensure alignment and learning from the Public Sector Equality Duty and ensuring all services have due regard to the impact their service has on this community.

5. The Armed Forces Act 2021

- 5.1. The Covenant was introduced in its current form in 2011 as a voluntary agreement. However, there has remained concern that members of the armed forces community continue to experience disadvantage when accessing public services.
- 5.2. To remedy this, the current government has legislated to put in place the Armed Forces Act 2021 which strengthens the Armed Forces Covenant by obligating public bodies to have due regard to covenant principles when exercising relevant public functions within the spheres of education, healthcare, and housing. Those principles being:
 - The unique obligations of, and sacrifices made by, the armed forces.
 - The principle that it is desirable to remove disadvantages arising for service people from membership, or former membership, of the armed forces.
 - The principle that special provision for service people may be justified by the effects on such people of membership, or former membership, of the armed forces.
 - These obligations will come into force over coming months when the Secretary of State for Defence issues formal statutory guidance

6. Preparation for the Act

- 6.1. The Local Government association (LGA) is working with the Government to support local authority implementation, the key issues being to:
- 6.2. Raise awareness about the forthcoming due regard duty, and the anticipated implementation timeframe, with relevant council colleagues in housing, education and healthcare services, and with external partners from other in-scope organisations
- 6.3. Review and identify potential service gaps / areas to strengthen in local policies, processes and procedures across housing, education, and healthcare. Implement staff training at strategic, managerial and customer-facing levels
- 6.4. Participate in regional discussions about getting ready for the due regard duty that may be happening at regional Armed Forces Covenant Partnerships
- 6.5. Record costs that you may incur getting ready for the introduction of the duty and share these with the LGA to feed into the ongoing new burdens work
- 6.6. Identify potential learning from the local introduction of other similar duties, such as the Public Sector Equality Duty.

- 6.7. Having an established Armed Forces Specialist post and a Covenant Action Plan along with membership of the Greater Manchester Armed Forces Leads Group we consider that well placed to take this agenda forward. Whilst the government has stated that there will be no new monies to support implementation of the Armed Forces Act, the LGA has secured a commitment for a review of this decision after one year's operation. This evidence will be gathered and passed on accordingly.

7. Next Steps

- 7.1. MCC will continue to implement the Armed Forces Covenant Action Plan to deliver the priorities set out in the annual report, key activities include:
- Complete and finalise Joint Strategic Needs Assessment (JSNA) to serve as evidence base for future bids and service developments.
 - Deploy Armed Forces Champions into relevant departments to assist in the embedding of the Armed Forces Covenant and expand its reach and influence throughout the Council and its functions.
 - Expand current data collection to further inform covenant work, influence decision making, advise in service development, and identify barriers.
 - Implement the changes as required by the Armed Forces Act 2021 and work with LGA to record subsequent financial impacts.

8. Recommendations

- 8.1 Members are recommended to note and comment upon the Annual Report.
- 8.2 Members are recommended to note actions being undertaken to prepare for implementation of the Armed Forces Act 2021.

9. Appendices

- 1) Manchester City Council Armed Forces Covenant Annual Report 2022

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Armed Forces Annual Report

Review of work undertaken over the past year
and our priorities for the next year



September 2022



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Foreword



As Lead Member for the Armed Forces, I am pleased to introduce this report, which sets out the work we have undertaken over the past year

with our public service and voluntary sector partners to honour our commitments under the Armed Forces Covenant, along with our priorities for the next year.

The purpose of the Covenant is to encourage support for the armed forces community working and residing in Manchester, and to recognise and remember the sacrifices made by members of the armed forces community, particularly those who have given the most.

It seeks to ensure that they are treated fairly when accessing public services and that their skills are recognised on return to civilian life or as serving reservists.

Last year it was my pleasure to preside as Lord Mayor as we refreshed those commitments and conferred the Freedom of the City on 209 Battery R.A., the Manchester Artillery. This is our oldest serving military unit, and one of several located around the city within which Manchester residents serve to defend our country.

While the Covenant is not as well known as it should be, events across the world remind us of the important role our armed forces play within the defence of peace and freedom.

Through our Covenant Action Plan, we will continue to strengthen our relationship with the armed forces and our understanding of the needs of the armed forces community in line with pending Government legislation.

I commend everyone to read this report and to visit our Armed Forces Covenant website, where you can learn more about the Covenant and contribute to our action plan.

Thank you for your interest and support.

**Councillor Tommy Judge,
Lead Member for the Armed Forces**



Background

The Armed Forces Covenant is a commitment by the nation to those who currently serve or have previously served in HM Armed Forces, and their families. This commitment ensures that the armed forces community will face no disadvantage from being part of their service. By its very nature, military service is dangerous. All soldiers, sailors, and airmen are willing to sacrifice not only their lives, but many of the freedoms and privileges enjoyed by their civilian peers.

The purpose of the Covenant is to remedy and prevent the disadvantages experienced by service personnel and make certain that they too can benefit from the services and support that should be available to all. The Covenant also allows special provision for those who have sacrificed the most, such as the injured and bereaved.

The Armed Forces Covenant was instated in 2000 before being refreshed in 2011. This followed the conclusion of military campaigns in the Middle East and Afghanistan, a wave of redundancies of regular serving personnel, and the augmentation of Britain's reserve forces. This sequence of events catalysed a cause for concern regarding the lack of support available to service personnel and their families.

The Ministry of Defence (MOD) are now required to present an annual report before parliament that discusses the effects of current or former membership of the armed forces and its impact within the spheres of healthcare, education and housing. In June 2013, Manchester City Council signed the Armed Forces Covenant, formally aligning its values and objectives with those of the Covenant and signifying its support for those who have served our country. This triggered the formation of the Covenant Steering Group, which exists to allow both collaboration and co-ordination with local public and third-sector organisations across Manchester.

The introduction of the Armed Forces Act 2021 ensures the nation's compliance with the Armed Forces Covenant, as it codifies Covenant obligations into law. This new legislation achieved royal assent in Parliament on 15 December 2021. This annual report is a summary of Manchester City Council's Covenant work across the city since the ratification of the Armed Forces Act 2021, and outlines current and future objectives that aim to improve the level of support for the local armed forces community.

Operational highlights

This year we have undergone the challenging transition from COVID-19 measures to our 'new normal', but the echoes of the pandemic still very much affect our way of working. However, despite the inevitable barriers and challenges, we have continued to maintain and strengthen our support for the armed forces community and our commitment to the Covenant.

In January of this year, we welcomed our Armed Forces Specialist into our Equality, Diversity and Inclusion Team, putting us on a level footing with neighbouring local authorities. Our Armed Forces Specialist acts as the Council's node for the armed forces community and partner organisations, while working to fulfil Covenant obligations and the objectives of our Armed Forces Action Plan.

This year's priorities have been to improve the level of data we collect, upgrade the Council's infrastructure to ensure we can provide improved resources for the armed forces community, develop a better support model for those leaving the criminal justice system, and improve access to education. We are also focusing on stimulating local grass-roots activity to both build and strengthen local support services.

What we have done

The Defence Employer Recognition Scheme

The Council is now a proud recipient of the Defence Employer Recognition Scheme's Gold Award, for its commitment to supporting members of the armed forces community within the Council. This has been awarded by virtue of the Council's commitment, and indicates the successful alignment of our values to those enshrined within the Covenant.

The Gold Award is the watermark of an organisation that has strived to mitigate the barriers faced by those who have served, and signifies that every effort has been made to make the organisation armed forces-friendly. It is important for Manchester City Council to achieve such an attainment, as it allows it to inspire other organisations and take the lead in a newly developed area of law. This is symbolic of the Council's responsiveness in providing a remedy for disadvantage, and also illustrates how equality is a pillar of our organisation.

HR/OD development

Guaranteed Interview Scheme

The Armed Forces Covenant Steering Group have been working with our colleagues in HR/OD to ensure that the armed forces community will not face disadvantage when applying for roles within the Council. In pursuit of this, the Council now guarantees an interview to veterans and reservists if they meet the minimum requirements for a role. This is made clear on each job posting, as a statement about our guaranteed interview scheme is included to encourage veterans and reservists to apply.

Reservist policy

HR/OD have updated our Reservist Policy; this ensures that reservists are aware of the support they receive from the Council while serving. The policy outlines all entitlements due to reservists working within the Council, and aims to inform the reservists themselves as well as their managers. The policy also asserts our full support for the mandatory annual training expected of reservists and the adjustments needed should they be mobilised by their unit.

Armed Forces Toolkit

The Council previously featured an Armed Forces Toolkit webpage that aimed to signpost those from the armed forces community to the correct organisation and ensure they receive the right level of support. However, analysis showed that the page was rarely viewed, totalling a mere 34 visits in the past year. To remedy this, the Council is currently refreshing the toolkit to make it more relevant, dynamic, and informative.

The toolkit will feature two different sections on the page; one will be for members of the armed forces community themselves, and the other for professionals working with them.

The new page will feature regular updates from the local armed forces network, and will have improved signposting and a more thorough support model. The overarching aim is to ensure the toolkit does in fact have the tools to effectively help individuals and professionals alike, while remaining accessible and relevant to those in need of support.

Naval affiliation

The Council is proud to soon be reaffiliated with the Royal Navy. Following negotiations between the Lord Mayor and the Office of the First Sea Lord to re-establish this affiliation, it has been confirmed that the vessel representing Manchester will be a next-generation naval frigate. The new ship will act as a symbol of mutual support between both organisations and allow the development of a stronger relationship.

Armed Forces Covenant Steering Group

The Armed Forces Covenant Steering Group exists to facilitate cross-organisational collaboration, enable network expansion, and co-ordinate objectives. The Steering Group is the nucleus of the armed forces' work and has played a key part in local achievements. The group gathers on a bimonthly basis in a workshop format, with both core and flexible membership co-ordinated by the Senior Management team's Armed Forces Champion.

The Steering Group adopts a thematic approach, bringing focus to the individual pillars featured within the Armed Forces Covenant Action Plan. A significant proportion of those involved possess years of military, public, and third-sector experience, as well as a strong desire to collaborate with a variety of organisations in the pursuit of common goals. The diverse landscape of expertise within the Steering Group allows for great insight into prominent issues and helps close the gap between military and civilian experiences.

Armed Forces Focus Group

The Council's Armed Forces Focus Group is now active. This group consists of current and former members of the armed forces who are currently employed by the Council. The role of the focus group is to inform our armed forces' work and ensure efforts are directed to the right areas. Members of the focus group come from a range of different backgrounds, all with unique experiences in and out of the forces. The diversity of their experiences and skills allows for the identification of niche areas and ensures that relevant issues are addressed. The group will meet bimonthly utilising a thematic structure to cover current areas of interest as dictated by the Steering Group.

Covenant funding

The Armed Forces Covenant Fund Trust awards grants via specific funding programmes, and the Council has successfully secured a sum of £20,000, which will help to support the armed forces community. The Council intends to funnel this money into stimulating grass-roots activity in the local area, ensuring it is sustainable, impactful, and strategically placed. Currently, the Council is consulting with various organisations to

identify gaps in which these funds will prove most useful.

Armed Forces Covenant Action Plan

The Armed Forces Covenant Action Plan has been refreshed and signed off by the Steering Group. This new action plan reflects what areas need more attention and how we plan to tackle them. The action plan is integral to our work, as it serves a number of purposes. It enables, directs and co-ordinates cross-organisational working, allows us to track our progress, ensures we are meeting deadlines, and – most of all – makes certain that each organisation involved is synchronised with the others.

Armed Forces Connection Identifier Question

We have implemented an Armed Forces Connection Identifier Question within a number of our systems, such as Adult Social Care, Children and Families, Housing, Homelessness, and Education. This allows us to identify and link those from the armed forces community to the correct information, advice, organisations and support. We also utilise this data to inform the development of our Armed Forces Covenant Action Plan and the Joint Strategic Needs Assessment.

Our network of armed forces-friendly employers

One of the biggest challenges faced by those leaving the armed forces is finding employment; therefore, employers play a pivotal role in supporting the armed forces community. Because of this, we have developed a network of armed forces-friendly employers so we can engage, encourage and recognise their contribution and work. Not only will this help to cultivate a supportive environment for those leaving the forces and entering civilian employment, but it will also encourage other employers to do the same, thereby expanding this valuable network.

Intranet Armed Forces Blog

In June 2022, the first Manchester City Council Armed Forces Work Blog was launched on the intranet. This blog keeps other Council employees up to date with the Council's work on the Covenant and aims to encourage others to read more on the topic. Aside from providing entertainment, it is hoped the blog will raise awareness among Council employees and give context to the armed forces training employees have received. The blog is a great medium for us to inform and educate those who have little or no experience of the armed forces community.

What we are going to do

CFO

Activity Hubs

CFO Activity Hubs are a new project financed by Her Majesty's Prison and Probation Service (HMPPS), CFO, and the European Social Fund (ESF). These Hubs exist to provide a positive and safe environment for those released from prison. This allows prison leavers to develop new skills, meet new people, engage with the community, and set themselves up for a stable and more positive future.

Building this foundation is vital, as it reduces the risk of reoffending and helps prison leavers to reintegrating back into society. The CFO Manchester Hub has linked in with the Council to help deliver this support to veterans. By working alongside the Council and the wider network, CFO Activity Hubs will be able to deliver services to the armed forces community, armed with the knowledge and insight into the niche and unique barriers faced by veterans.

HMP Risley

CFO are currently working with HMP Risley in their development of a veterans' wing. Manchester City Council has been invited to play a part in this project and aid in its implementation. This is an exciting opportunity that allows the Council to make a real difference to veterans in prison and smooth their transition back into society. The veterans' wing will provide former service personnel with training modules that will assist in their personal development and education. The project was launched on 4 July 2022.

Joint Strategic Needs Assessment (JSNA)

We are in the process of developing an Armed Forces JSNA that will play an important role in how and where support is delivered. Both the Council and members from the Steering Group are involved to ensure the findings accurately reflect barriers and issues faced by the armed forces community. The JSNA can be used as an evidence base for preparing bids and by the voluntary and third sector to make certain community needs and views are represented. The JSNA will also be utilised by service providers, where it will inform the future development of their services, and by the public to scrutinise local health and wellbeing information, plans, and commissioning recommendations.

Departmental Armed Forces Champions

It is our job to ensure the Covenant is fully embedded throughout the Council, but due to the size of our organisation, this has become challenging. We need boots on the ground in involved departments to ensure Covenant obligations are being met, knowledge of the armed forces community is present, and someone is always close by to advocate, educate, and help with this line of work. To achieve this, we would like to put Armed

Forces Champions into a number of our departments. This will create a web throughout the Council through which information can be shared, updates given, and objectives tackled as one. This will synchronise all involved departments and make certain that all progress and effort is symmetrical throughout the Council.

Why it matters

The overarching purpose of the Covenant is not a new concept, as there has been a sense of mutual obligation between the people of Britain and its armed forces dating back to the reign of Henry VIII. Until recently, these obligations had always remained unspoken and somewhat customary.

An example of this practice was a 1593 Elizabeth I statute that enforced a weekly tax on parishes so disabled veterans 'should at their return be relieved and rewarded to the end that they may reap the fruit of their good deservings, and others may be encouraged to perform the like endeavours'. It mattered to the people of 1593, and it matters to us now. Such a longstanding moral obligation only highlights the importance of the Covenant and why we must continue to help and support those who have served.

These obligations have taken many different forms since their implementation by adapting to the needs and dynamics of their time. They have now evolved from a moral obligation to a legal obligation by virtue of the Armed Forces Act 2021. This legislation now compels various public bodies to pay due regard to the principles of the Covenant within the spheres of housing, healthcare and education. Therefore, Manchester City Council must now meet the requirements of the Covenant by law.

Obligations aside, equality and inclusion are in the Council's DNA; they always have been, and remain a pillar of our organisation, reflected by how we want Manchester to look in the coming years.

Our priorities

Towards the end of 2021, we set ourselves priorities in a range of areas that we felt needed more attention. This subsection will reflect on such work and discuss the progress, consequence and impact of each.

Data

We identified that data collection was a weakness of ours, requiring remedy as soon as possible. Since the prioritisation of data collection, we have implemented an Armed Forces Identifier Question into many of our systems. These include: Adult Social Care, Children and Families, Housing, Homelessness, and Education. This is valuable data that will provide insight into current or surfacing issues while also informing future projects, such as our JSNA. We have also ensured that we keep recruitment data since the implementation of the Guaranteed Interview Scheme. This ensures that we can hold ourselves accountable and make certain we follow through with our promise to the armed forces community.

Criminal Justice System

An area we identified as needing initial cultivation and further support was around veterans exiting the Criminal Justice System. We are currently working with CFO to aid in the implementation of the veterans' wing in HMP Risley. This will allow not only for rehabilitation, but also personal and professional development for veterans soon to leave prison.

However, our initial vision was to have a model that engaged veterans shortly before their release and provided accommodation, employment, education and training to ensure a smooth transition from custody back into society. In pursuit of this, we have partnered with CFO Hubs that deliver post-release support to prison leavers and will work with them to deliver this support to veterans.

Communications

Communications will always remain a priority, as it is our partner organisations that enable us to make an impact that would otherwise be unachievable. We have been working closely with our partners and drawing on their knowledge to ensure we are heading in the right direction. We have also expanded our network, widening the landscape of expertise to inform our work.

Page 106 Throughout this year, we have been engaging with local organisations to both map current gaps in support services and build a strategy of how they can be remedied. We currently hold a sum of £20,000 from the Armed Forces Covenant Fund Trust, which will be injected into areas that will fill these gaps.

Priorities for 2022/2023

The above priorities will remain as such until their completion. Once concluded, we will continue to monitor their impact to ensure they function and deliver support as intended. When they are deemed both sustainable and effective, we can begin to redirect our focus elsewhere.

Approach

An overarching priority for the next year will be the co-ordination of local services. Despite a solid network of organisations, a certain level of fragmentation still exists. This equates to duplication in a variety of areas and the dilution of valuable funding and resources. To remedy this, we hope to promote and improve cross-organisational working and encourage a more centralised approach. In pursuit of this unified support structure, we must develop mediums that can be used to share information in a variety of contexts.

Health and wellbeing

An area identified as a future priority will be improving access to health services and the appointment of a GP Armed Forces Champion. This will be a multifaceted approach targeting specific barriers faced by the armed forces community. To name a few, we hope to promote veteran GP registration, encourage the diversification of referral pathways, aid in the introduction of health passports, and promote awareness of veterans' and reservists' health and wellbeing.

Advocacy

Advocacy is imperative to the work around the Armed Forces Covenant; many of the public have never engaged with the armed forces community and are therefore unaware of the barriers they face. To ensure awareness is raised, we aim to inform and educate those around us on the topic. This is because to those who have no experience of the armed forces community, the Armed Forces Covenant may seem both unnecessary and irrelevant. In tandem with Covenant obligations reaching legal status comes the risk of institutions simply 'box ticking' by way of performative support models that exist only to conform to the obligations asserted by the Covenant.

Our advocacy work will aim to raise awareness and expose the fact that the barriers faced by the armed forces community are both real and prevalent. Through this we hope to ensure that local support services are genuine in intent and impactful in practice.

Our Manchester Behaviours and the Covenant

Our Future Manchester – Forward to 2025 focuses on a set of priorities that will help us achieve how we want Manchester to look in the near future. These priorities share an array of parallels with the Covenant work and will be a continuing influence in our decision-making. This subsection will illustrate how the Covenant work either reflects or feeds into the Our Manchester Behaviours.

“Thriving and Sustainable – vibrant with a cutting-edge economy involving and fairly rewarding all our people.”

The Covenant work will ensure that members of the armed forces community will receive the necessary support to enable them to thrive alongside their civilian peers. We will also make certain that they are able to aid us in the pursuit of a cutting-edge economy by making the most of their experience and expertise in Manchester’s local businesses and organisations. This is achieved by providing support services that work with veterans through their transition to civilian life, and giving the armed forces community a voice to ensure its members are fairly rewarded.

“Highly Skilled – work-ready, well-educated young people and all residents supported to take up opportunities.”

Veterans and reservists are highly skilled, but the unfortunate misconception is that this is only when in the context of war fighting. Our work will make sure that employers understand the level of transferable skills veterans and reservists possess, that the armed forces community has improved access to education, and that those who have left the forces can effectively articulate their skill set to employers. In summary, and in line with this second behaviour, our work will make sure that the armed forces community is work-ready. This is made possible by providing improved access to training and education, support in areas such as CV writing, and educating employers on the values that veterans and reservists can bring to an organisation.

“Progressive and Equitable – so all can thrive, with better joined-up support, care and health services.”

This is the crux of our work, with an emphasis on joined-up support, care, and health services. We picture a unified support structure that works as one to make the most of our resources and ensures we make as much of an impact as possible, thereby ensuring all can thrive. This will be achieved by continuing to develop close relationships with our partners, expanding and co-ordinating our network accordingly, and encouraging a more collaborative approach.

“Liveable and Zero-Carbon – safe, enjoyable neighbourhoods with affordable housing, zero-carbon by 2038 using green growth and design, energy, and more climate-resilience.”

Our work will help us make neighbourhoods safer and more liveable by contributing to the fight against crime, poverty and antisocial behaviour. For every one person we help into work, that is one person who is less likely to experience poverty and/or engage in crime. For every one person we can give access to mental health services, that is one person less likely to partake in unhealthy coping strategies such as drugs or alcohol. Every one person we help reintegrate back into society is also one more person that will contribute to both our city and our economy.

In Collyhurst ‘Victoria North’, 15,000 houses and five new neighbourhoods are to be built and created. This will also include parks and green spaces, and ensure that all building is aligned and works towards the 2038 zero-carbon agenda. Work will be readily available to those wishing to enter construction-related roles, and a focus will be given on the recruitment of veterans. All our work will contribute to this, and if we can provide the right support and opportunities, we can cultivate a positive and receptive environment for the armed forces community.

Contributions from our partners

Royal British Legion

“The RBL continues to work closely with Manchester City Council to support the needs of veterans, service personnel and beneficiaries across the region. Our engagement with the Council is fundamental to our success in many cases and includes collaborating on issues such as homelessness, domestic abuse, living independently, outreach support, benefits, debt and money advice. The partnership of these services and relationship with the Covenant team enables us to find solutions to support our community in the best possible way when required. The impact of the COVID-19 pandemic continues to be evident in the work we undertake, and we continue to have a number of cases we collaborate on with Manchester City Council and look forward to continuing this positive relationship.”

Sale Sharks

“At Sharks Community Trust we work with over 250 veterans, current serving personnel and their families each year with our armed forces project, Sharks Forces. We aim to support the community throughout Greater Manchester with a diverse and consistent timetable of events and activities. We aim to empower our programme participants to take a leading role within the project, providing peer-to-peer support.”

We have worked alongside The Armed Forces Covenant Trust, Walking with the Wounded and Manchester City Council, as well as a number of regional and national charities to develop the provision across the area. Through these partnerships, we are able to support the community effectively and help to signpost participants to specialist organisations when they are in need of further assistance. We’re looking forward to continuing our relationship with Manchester City Council and to keep developing the provision within the area.”



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**Manchester City Council
Report for Information**

Report to: Communities and Equalities Scrutiny Committee – 11 October 2022

Subject: Overview Report

Report of: Governance and Scrutiny Support Unit

Summary

This report provides the following information:

- Recommendations Monitor
- Key Decisions
- Items for Information
- Work Programme

Recommendation

The Committee is invited to discuss the information provided and agree any changes to the work programme that are necessary.

Wards Affected: All

Contact Officer:

Name: Rachel McKeon
Position: Governance and Scrutiny Support Officer
Telephone: 0161 234 4997
Email: rachel.mckeon@manchester.gov.uk

Background documents (available for public inspection):

None

1. Monitoring Previous Recommendations

This section of the report lists recommendations made by the Committee and responses to them indicating whether the recommendation will be implemented and, if it will be, how this will be done.

Date	Item	Recommendation	Action	Contact Officer
8 October 2020	CEC/20/38 Update on Work with the Voluntary, Community and Social Enterprise (VCSE) Sector During COVID-19	To request information on the financial support that has been given during the pandemic by the Council and external funders, broken down by equality strands, as well as information on any gaps in provision.	A response to this recommendation has been requested and will be circulated to Members.	Keiran Barnes, Programme Lead (Our Manchester Funds)
21 June 2022	CEC/22/22 Homelessness Update	To request a breakdown of the information in table 2.3 by protected characteristics.	A response to this recommendation has been requested and will be circulated to Members.	Nicola Rea, Strategic Lead (Homelessness)
19 July 2022	CEC/22/28 Community Events	To request that the Executive Member for Skills, Employment and Leisure circulate the criteria and timetable for the Community Events Fund, along with the Equality Impact Assessment and information on sports activities that are currently being funded across the city.	A response to this recommendation has been requested and will be circulated to Members.	Mike Parrott, Events Lead
6 September 2022	CEC/22/34 Manchester's approach to achieving the Safety of Women and Girls	To recommend that all male Councillors undertake the White Ribbon training.	The Deputy Leader is following this up with the Member Development team and the Domestic Abuse team, who are leading on the White Ribbon accreditation.	Rachel McKeon, Governance and Scrutiny Support Officer

2. Key Decisions

The Council is required to publish details of key decisions that will be taken at least 28 days before the decision is due to be taken. Details of key decisions that are due to be taken are published on a monthly basis in the Register of Key Decisions.

A key decision, as defined in the Council's Constitution is an executive decision, which is likely:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates, or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the city.

The Council Constitution defines 'significant' as being expenditure or savings (including the loss of income or capital receipts) in excess of £500k, providing that is not more than 10% of the gross operating expenditure for any budget heading in the in the Council's Revenue Budget Book, and subject to other defined exceptions.

An extract of the most recent Register of Key Decisions published on **3 October 2022** containing details of the decisions under the Committee's remit is included below. This is to keep members informed of what decisions are being taken and, where appropriate, include in the work programme of the Committee.

Register of Key Decisions:

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p>Indoor Leisure - Abraham Moss (2022/09/13B)</p> <p>To approve capital expenditure of £1.4 million to fund additional inflationary labour and material costs following a delay to the project after the discovery of piles under the site.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 11th Oct 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Neil Fairlamb N.Fairlamb@manchester.gov.uk</p>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Background documents	Officer Contact
<p>Manchester Aquatic Centre (MAC) (2022/09/13C)</p> <p>To approve capital expenditure of £2.3 million to fund inflationary cost increases across the project including increases in the MEP (Mechanical / Electrical / Plumbing) package and across internal finishes.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 11th Oct 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Neil Fairlamb N.Fairlamb@manchester.gov.uk</p>
<p>House of Sport Fire Mitigation and Roof Additional Works (2022/09/13D)</p> <p>To approve Capital Expenditure of over £2 million to address health and safety issues that need to be actioned following surveys.</p>	<p>City Treasurer (Deputy Chief Executive)</p>	<p>Not before 11th Oct 2022</p>		<p>Checkpoint 4 Business Case</p>	<p>Neil Fairlamb N.Fairlamb@manchester.gov.uk</p>

**Communities and Equalities Scrutiny Committee
Work Programme – October 2022**

Tuesday 11 October 2022, 10.00 am (Report deadline Friday 30 September 2022)

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Homelessness Service	To receive a short update report to include cold weather plans and commissioning strategy.	Councillor Midgley	Dave Ashmore/Nicola Rea	
Armed Forces Covenant	To receive a report on the Armed Forces Covenant.	Councillor Midgley	Fiona Ledden/James Binks/Lorna Young	
Playing Pitch Strategy	To receive a report on the Playing Pitch Strategy.	Councillor Hacking	Neil Fairlamb	
Overview Report	The monthly report includes the recommendations monitor, relevant key decisions, the Committee's work programme and any items for information.	-	Rachel McKeon	

Tuesday 8 November 2022, 10.00 am (Report deadline Friday 28 October 2022)

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Crime and Policing	To invite the Mayor and Deputy Mayor of Greater Manchester to discuss crime and policing.	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Sam Stabler	
Update on the 2023/24 budget	To receive a report on the Council's anticipated budget position for 2023/24, the budget process	Councillor Akbar	Carol Culley/Fiona	

position	and draft proposals for any services in the remit of this Committee.	Councillor Rahman Councillor Midgley Councillor Hacking	Worrall/Neil Fairlamb	
Overview Report		-	Rachel McKeon	

Tuesday 6 December 2022, 10.00 am (Report deadline Friday 25 November 2022)

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Compliance and Enforcement Annual Performance Report	This report sets out the demand for and performance of compliance and enforcement services.	Councillor Igbon	Fiona Worrall/Neil Fairlamb/Fiona Sharkey	
Community safety update report	This will provide an update on the range of work delivered to address the priorities in the strategy to include updates on our city centre and Wynnstay Grove PSPOs. To include information on how partners work to help people feel safe in the city centre, including the role of Licensing, taxi marshalls, pubwatch and event security.	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Sam Stabler/Fiona Sharkey	
Prevent/Radequal	This report sets out our response to the National Prevent Review.	Councillor Rahman	Fiona Worrall/Fiona Sharkey/Sam Stabler	
VCSE Support Review	This report describes the review and assessment process to date with a detailed timeline for further developments.	Councillor Midgley	James Binks/Keiran Barnes	
Overview Report		-	Rachel McKeon	

Tuesday 10 January 2023, 10.00 am (Report deadline Thursday 29 December 2022)

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Sex and Gender	To receive a report on sex and gender.	Councillor Midgley	Fiona Ledden/James Binks/Lorna Young	
Homelessness Service Transformation	To include items requested by Members at the meeting on 21 June 2022, including the Transformation Programme, work to reduce the use of bed-and-breakfast accommodation, void properties, how the Housing Solutions and PRS teams are working together and how their systems are keeping pace with the private rented sector, the imbalance in the geographic spread of temporary accommodation provision, support to help people settle into their new accommodation and information on equalities and how different communities are being served by this work.	Councillor Midgley	Dave Ashmore/Nicola Rea	
Community Cohesion Strategy	To receive a report on the Community Cohesion Strategy.	Councillor Rahman	Fiona Worrall/ Sam Stabler	January or February
Overarching Communities of Identity Report	To receive the Overarching Communities of Identity Report.	Councillor Midgley	Fiona Ledden/James Binks/Lorna Young	
Our Manchester Voluntary and Community Sector	This report presents the outcomes of the application and panel assessment processes, including the proposed funding portfolio.	Councillor Midgley	James Binks/Keiran Barnes	

(OMVCS) Fund				
Advice Services	To receive a report on advice services, including those delivered by housing providers.	Councillor Midgley	Fiona Worrall/Neil Fairlamb/Nicola Rea	
Overview Report		-	Rachel McKeon	

Tuesday 7 February 2023, 10.00 am (Report deadline Friday 27 January 2023)

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
2023/24 Budget Report	Consideration of the final 2023/24 budget proposals that will go onto February Budget Executive and Scrutiny and March Council.	Councillor Akbar Councillor Rahman Councillor Midgley Councillor Hacking	Carol Culley/Fiona Worrall/Neil Fairlamb	
Cultural Impact	To include the results of the Cultural Impact Survey.	Councillor Rahman	Fiona Worrall/Neil MacInnes /Louise Lanigan	
Libraries, Galleries and Archives	To receive an annual report.	Councillor Hacking Councillor Rahman	Fiona Worrall/Neil MacInnes	
Leisure and Events	To receive a report to include: <ul style="list-style-type: none"> • an update on the MCRactive Leisure Plan • a progress report on work taking place to respond to the climate emergency in relation to leisure and events. 	Councillor Hacking Councillor Rawlins	Fiona Worrall/Neil Fairlamb	Invite Chair of the Environment and Climate Change Scrutiny Committee

Overview Report		-	Rachel McKeon	
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Tuesday 7 March 2023, 10.00 am (Report deadline Friday 24 February 2023)

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Digital Exclusion	To receive a report on digital exclusion.	Councillor Hacking	Fiona Worrall/Neil Fairlamb/Angela Harrington	
Immigration and Asylum	To receive a report on immigration and asylum.	Councillor Midgley	Dave Ashmore/Nicola Rea	
Response to Peer Review recommendations and delivery plan for city	To receive a Response to Peer Review recommendations and delivery plan for city (based on the findings of the Communities of Identity Report).	Councillor Midgley	Fiona Ledden/James Binks/Lorna Young	
Race and Ethnicity Update	To receive an update since the report to the Committee's October 2021 meeting.	Councillor Midgley	Fiona Ledden/James Binks/Lorna Young	
Faith and belief	To receive a report on faith and belief.	Councillor Midgley	Fiona Ledden/James Binks/Lorna Young	
Overview Report		-	Rachel McKeon	

Items To Be Scheduled

Item	Purpose	Executive Member	Strategic Director/ Lead Officer	Comments
Crime and Policing	To invite GMP to provide an update on progress with delivering the improvements required in the HMIC Inspection report.	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Fiona Sharkey/Sam Stabler	
Support for People Leaving Prison	To include information on changes to probation services, how ex-prisoners are re-integrated into society and links with homelessness.	Councillor Akbar Councillor Rahman	Fiona Worrall/ Sam Stabler/ Dave Ashmore	
Youth Justice	To be scoped.	Councillor Rahman Councillor Bridges	Paul Marshall/ Fiona Worrall/Neil Fairlamb/Fiona Sharkey/Sam Stabler	Invite Chair of the Children and Young People Scrutiny Committee
Events	To receive a further report at an appropriate time which includes the Manchester Events Strategy, information on the geographic spread of the funded events and an update on work on the additional areas for development and improvement referred to in the report considered by the Committee on 19 July 2022.	Councillor Hacking	Neil Fairlamb/Mike Parrott	See minutes of the meeting on 19 July 2022.
Manchester Sport and Physical Activity Strategy	To request a further report including place-based activity across the wards, comparison of different areas of the city, coaching opportunities, the impact of the cost-of-living rise, work to engage people with different protected characteristics, including women, and providing activities to engage young people.	Councillor Hacking	Neil Fairlamb	See minutes of the meeting on 6 September 2022.

Community Safety Strategy 2022-25	To receive a further report at an appropriate time, including the information requested by Members at the meeting on 6 September 2022.	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Fiona Sharkey/Sam Stabler	See minutes of the meeting on 6 September 2022.
Serious Violence Strategy	To request a further report, including information on measuring the outcomes of the Strategy, work to tackle the increase in youth violence in north Manchester and disparities across different areas of the city.	Councillor Rahman	Fiona Worrall/Neil Fairlamb/Fiona Sharkey/Sam Stabler	See minutes of the meeting on 6 September 2022.

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