

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.
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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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The housing disadvantages suffered by some individuals or groups were comprehensively evidenced in the Marmot Report 'Build Back Fairer in Greater Manchester: Health 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)

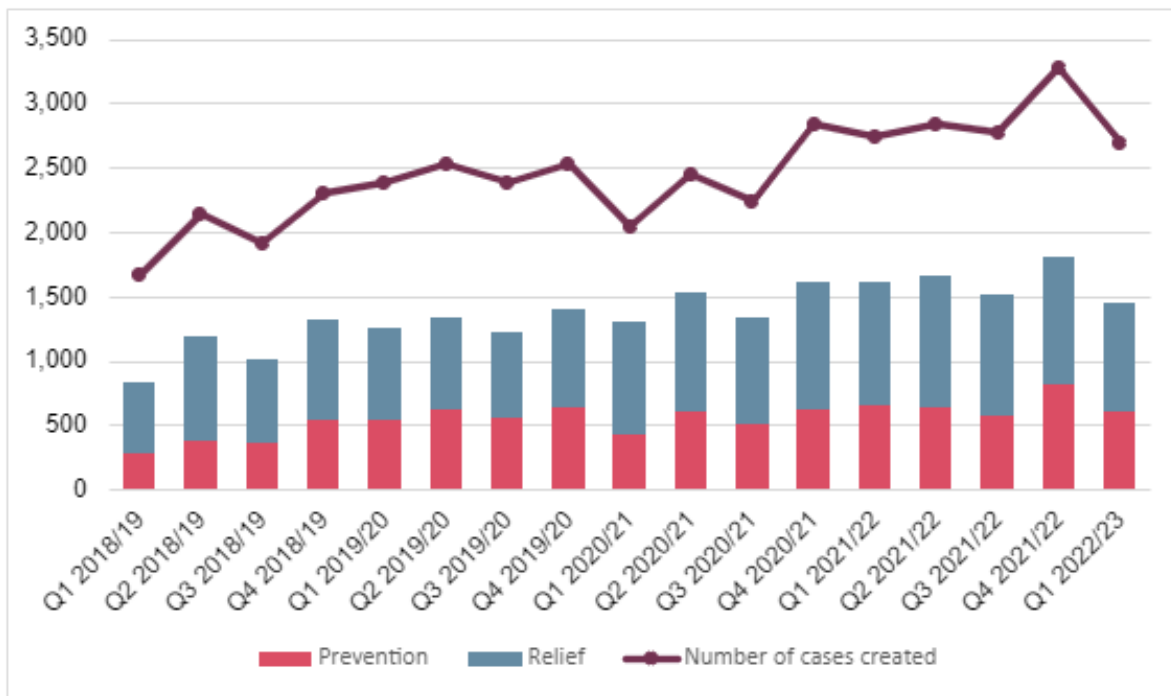
1.0 Introduction

- 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 pledging 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.