

**Manchester City Council
Report for Information**

Report to: Neighbourhoods and the Environment Scrutiny Committee – 17 July 2019

Subject: Update on Homelessness and Housing

Report of: The Director of Adult Services and The Strategic Director - Development

Summary

This report provides an update, subsequent to the report to Neighbourhoods and Scrutiny on the 6 March 2019, on the work that is taking place to tackle homelessness and rough sleeping in the City. This includes the work being progressed on helping the number of people sleeping rough access accommodation and support, emergency accommodation, temporary accommodation.

Recommendations

Members are invited to consider and comment on the information contained within this report.

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable):

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	Helping people to stay in their accommodation through prevention work will help them 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 become a thriving and sustainable city.
A highly skilled city: world class and home grown talent sustaining the city's economic success	Having public, private and voluntary sector organisations working together to help people who have personal insight into homelessness into volunteering and employment will contribute to the objective of having a highly skilled city. Employment breaks the cycle of generational benefit dependency and will encourage children to access school and employment in later life.
A progressive and equitable city:	Supporting people who are homeless to access

making a positive contribution by unlocking the potential of our communities	employment and accommodation will unlock their potential to help them become independent citizens who contribute to our city. Working with the Homelessness Partnership to ensure that the views of people with personal insight into homelessness influence ways of working.
A liveable and low carbon city: a destination of choice to live, visit, work	Encouraging commissioned and inhouse services to reduce CO2 emissions and reduce their use of plastics will contribute to a low carbon city. Introducing climate change conversations with homeless people will support them in adopting a low carbon lifestyle.
A connected city: world class infrastructure and connectivity to drive growth	n/a

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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.

Neighbourhoods and the Environment Scrutiny Committee – Wednesday 5th September 2018 - Update on the work to tackle homelessness and rough sleeping

Health Scrutiny Committee – 4th December 2018 - Homelessness Business Planning: 2019/20

Neighbourhoods and the Environment Scrutiny Committee - Wednesday 6th February 2019 - Homelessness Business Plan 2019 - 2020

Executive Meeting - Wednesday 30th May 2018 - Executive Priorities 2018/19

Neighbourhoods and the Environment Scrutiny Committee – Wednesday 6th March 2019 - Update on Homelessness and Housing

Neighbourhoods and the Environment Scrutiny Committee – Wednesday 19th June - Update on the work of the Section 21 team based within the Housing Solutions Team

1.0 Introduction

- 1.1 Homelessness is not just about people who sleep rough on our streets, but also consists of the much larger number of single people in hostel accommodation, families in dispersed temporary accommodation, as well as those who are hidden homeless, those who 'sofa surf' and stay with friends on a temporary basis.
- 1.2 Across Manchester an increasing number of individuals and families are becoming homeless and are at greater risk of homelessness by this wider definition. The main reason for statutory homelessness is the loss of a tenancy in the private rented sector which has become the number one cause above domestic abuse. Government welfare changes, which include capping personal benefits and limiting the amount payable in rent via the Local Housing Allowance, have had a major impact in contributing to the loss of tenancies. Separate work is being undertaken by Housing & Residential Growth / Neighbourhoods to improve the workings of the established Private Rented Sector, with, amongst other goals, the aim of reducing these no-fault evictions. A new Private Rented Sector Strategy 2019-2025 is also in the early stages of being developed.
- 1.3 This report is an update from the report that went to the Neighbourhoods and Environment Scrutiny on the 6th March 2019. It gives a further update on the work that has been progressed to help those who are sleeping rough in the city, to improve standards in temporary accommodation and the work that is progressing to prevent people from becoming homeless.
- 1.4 Members also asked for an update on social housing allocations. Members will be aware that a public consultation is currently underway on the approach to social housing allocations and an update on the consultation outcome will be shared with the Committee later in 2019.

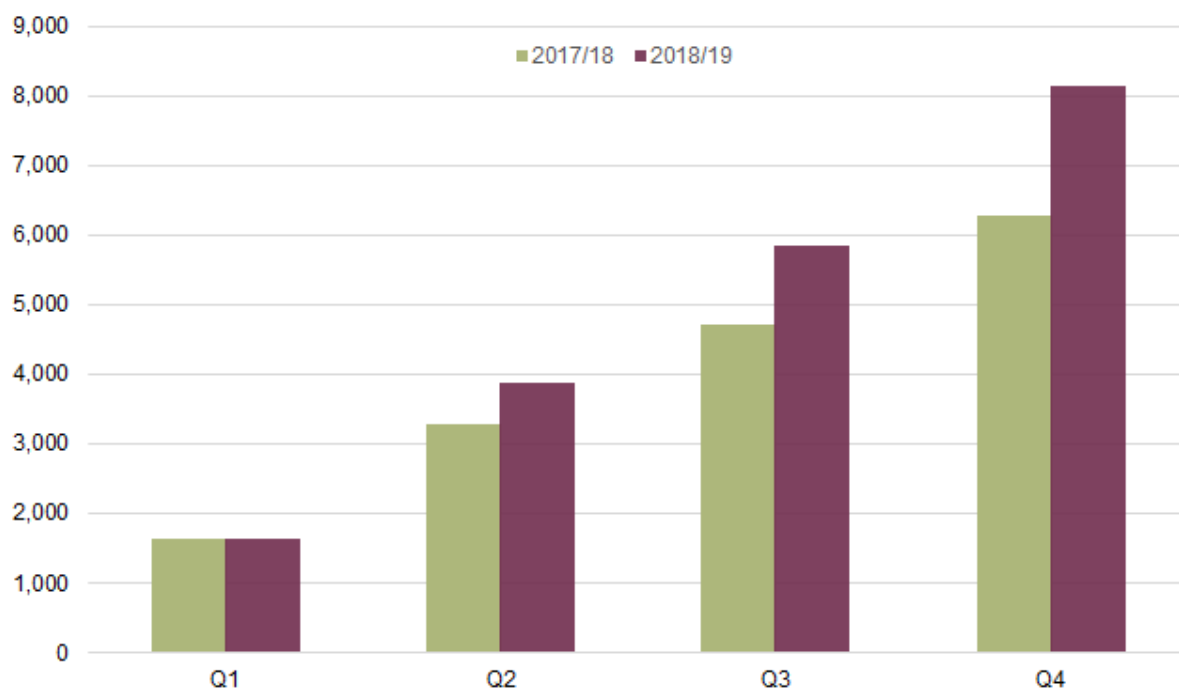
2.0 Background

- 2.1 The Homeless Department works with both single people and families. Wherever possible, interventions begin prior to someone becoming homeless and we commission advice services which help people to stay in their own accommodation and prevent homelessness.
- 2.2 If this is not successful, the Homelessness Department's Housing Solutions Service will provide prevention advice, and will assess the person to see if the Council has a duty under the Homeless Reduction Act.
- 2.3 For single people who do not have a priority need, the Council provides / commissions a range of services such as at the Longford Centre and Project 394 which provide support for people with low level needs.
- 2.4 For single people to whom the Council does owe a duty under the Act, there are a large number of shared houses run by the Council, and Housing Related

Support services that we commission. This provides hostel accommodation for people to be supported whilst moving towards independent living.

- 2.5 Young people can access services at the commissioned service, Centrepoint, the single point of access for single young people in the City. This service can refer people into young people's commissioned and in-house services.
- 2.6 For families, the Council tries to keep them in their presenting accommodation as much as possible, but, if this is not possible, then they are accommodated in dispersed temporary accommodation or in the Council run hostel for families - Willowbank. For women experiencing domestic abuse, the Council commissions both refuges and outreach support, as well as the Council-run Oak Lodge accommodation. The Council will try and move families from their current accommodation directly to dispersed accommodation, but if they present requiring emergency accommodation on that day, then emergency accommodation will be used to ensure they have somewhere to stay on the day.
- 2.7 Once single people and families are in temporary accommodation, they are allocated a support worker, any barriers to permanent accommodation are addressed, and they are supported towards accessing permanent accommodation which meets their needs as soon as possible.
- 2.8 There is a small commissioned resettlement service, provided by Humankind, which provides ongoing support for single people with complex needs once they are in permanent accommodation.
- 2.9 Alongside this, the service also commissions significant support for people who are homeless, for example the Booth Centre, Coffee for Craig, Barnabus, and Manchester Action on Street Health (MASH).
- 2.10 The outreach team, and services for people who sleep rough, are situated outside of this linear process, as many people using these services will have no legal duty owed to them. A Bed Every Night, and the Housing Related Support services for people who sleep rough are commissioned as part of this service.
- 2.11 Since the previous report on the 6th March 2019, homeless presentations have continued to rise compared to the previous financial year, in common with the growing picture across Greater Manchester and the UK.

Combined Homelessness presentations



Source: Civica & Locata HPA

Presentations	Q1	Q2	Q3	Q4
2017/18	1,644	1,626	1,453	1,545
2018/19	1,692	2,174	1,980	2,303

2.12 An additional 1,881 households (30%) have presented to the Council in 2018/19 compared to 2017/18. The increase in the number of presentations to the Council is directly affecting both the increasing number of short term households in emergency accommodation (capped at 42 days in line with the statutory limit), and the increase in the need for dispersed temporary accommodation required to meet demand for those remaining homeless over the medium term. The introduction of the Homelessness Reduction Act has increased the number of people who are owed an accommodation duty.

2.13 Nevertheless, significant work with regards to preventing people from becoming homeless, and a focus on helping move people through the process into permanent accommodation quicker, has meant that the increase in the numbers of people in dispersed accommodation has slowed down.

3.0 The work that is taking place to support people who are sleeping rough in the city

3.1 Navigator Service

3.2 Since the March report, the Council has been successful in winning a bid from the Ministry of Housing, Communities and Local Government (MHCLG) which will fund a Navigator Service for 12 months. This will consist of four navigators and one team leader. Officers are working with partner agencies to design and develop this service. Navigators will be assigned to work with people who are rough sleeping, who would benefit from tailored support, to help them access and sustain accommodation. They will follow the client from street outreach, giving a continued single point of contact and support through pathway systems and through to resettlement support. The navigators will have particular specialisms, including mental health and drug and alcohol support.

3.3 Housing First

3.4 Housing First commenced in May 2019. This is a Government-funded Greater Manchester initiative. The principle is to support people who have struggled to be accommodated through the usual process of supported accommodation, followed by step down accommodation and then permanent accommodation and to take a different approach in which the house comes first, and people are intensively supported with wrap around services to help maintain their tenancy.

3.5 In order to ensure people are supported immediately upon referring in, there is a set number of referrals that Manchester can make into the scheme on a monthly basis. For May and June, this was 5 referrals each month. The Council has used the multi-agency task and targeting meeting as a basis to identify those people who are most suitable for referring into the project.

3.6 Task and Targeting.

3.7 The Task & Targeting Group has been in operation since January 2019 and meets fortnightly. It has an ever evolving but well developed operating framework that has been agreed by all parties. Its main objectives are:

- To discuss referrals and agree the best pathway and/or support required on an individual case by case basis ensuring personalisation of needs and methods of feedback to the individual.
- To determine the relative priority of cases and grade as either red, amber or green.
- To share information to increase the safety, health and wellbeing of clients and to identify an appropriate pathway to accommodation.
- To reduce repeat referrals.
- To improve all partners individual and collective accountability.
- To increase joint and peer organisation support.
- To act as a dynamic forum to discuss live cases with a triage type focus.

- 3.8 The group is made up of a wide base of statutory, voluntary and charitable organisations who are engaged in working with those sleeping rough, or in imminent danger of doing so in Manchester. These agencies include outreach teams, day centre providers, accommodation providers, mental and physical health services, offender services and drug and alcohol services.
- 3.9 The group is working through a number of cases and ensuring appropriate referrals and holistic partnership action plans are developed, including those into Housing First.

Case Study

A male person has a history of sleeping on and off the streets of Manchester for over three years. He lost his accommodation a year ago and has since been sleeping on the streets. He has learning difficulties and significant substance addictions. He has engaged with services sporadically and finds it very difficult to sustain his own accommodation due to his complex support needs. He has only ever wanted to go into accommodation on his own with his dog and this has been very difficult to achieve. He was referred into the Task and Target Group (T&T) in January and the outreach team has taken a lead on ensuring he receives support from the team on a consistent basis each week both on the street and within day services. From this T&T meeting an action plan was agreed for his support across the partnership and he was prioritised for housing in a single flat. When this became available he went to see the flat and the first day did not want to go into the accommodation. The outreach team worked with him and took him back to the accommodation the next day and worked with him to address any actual or perceived barriers in place. The outreach team is continuing to work with the accommodation provider to help him sustain his accommodation and address any issues that arise. This is a significant step forward for this client and his long term accommodation options are being looked at via professionals meetings as he will require ongoing social services support.

- 3.10 A Bed Every Night - ABEN
- 3.11 A Bed for Every Night (ABEN) for people who are sleeping rough is an ambition of the Greater Manchester Local Authorities, Greater Manchester Homeless Action Network and the Greater Manchester Combined Authority.
- 3.12 Over the winter period to 18th March 2019, Manchester had 529 unique individuals referred to it through ABEN, and accommodated 377 unique individuals.
- 3.13 Since April 2019, the rolling night shelters that were used during the winter period have stopped. Seymour Road has remained open temporarily to be passed back to children's services and Cornerstone has remained open to ensure continuity of service. The Council has also opened other ABEN accommodation, for example SPIN and Sanctuary. This is on top of the

provision that is already commissioned by the Council for people who sleep rough, for example Brydon Court and Newbury House.

3.14 There was significant learning from ABEN Phase 1, which has led to a more targeted and focused ABEN Phase 2. Key changes for Manchester include:

- Separate provision for women who are sleeping rough.
- Priority given to outreach teams for beds in two of the services to ensure the most complex and entrenched people can access accommodation.
- An out of hours offer.
- Greater flexibility in provision to ensure that single rooms can be offered to those who are unable to share.
- Priority access for people in ABEN into Housing Related Support services through the new Manchester Access and Support gateway.
- Closer links are in the process of being developed with the Housing Solutions Team to ensure that people who sleep rough receive a homeless assessment.
- Better links with health services particularly substance misuse and mental health services, with a focus on monitoring health outcomes.
- A greater focus on reconnection where people come into the city from other areas of the UK.

3.15 Manchester will provide an additional 70 beds towards this commitment, over and above its current housing related support commissioned services for people who sleep rough. These are:

Provision	Beds
Safe Haven pods	16 beds for males or females with low - medium support needs. Can accommodate couples.
Sanctuary Supported Living	20 beds for 16 males and 3-4 women in a separate 2 bed flat. Can accommodate medium to high support needs
SPIN - The Well	14 beds for males who are 25+ with low support needs.
Riverside	20 beds for people with medium to high support needs. Out of Hours access.

3.16 This new provision will continue to at least 30 June 2020, with an expected need for an increase in provision over the winter months.

3.17 Social Impact Bond (SIB) Entrenched Rough Sleeper Service

3.18 The SIB entrenched rough sleepers service has been operational since January 2018. Shelter, Great Places and The Brick (Wigan) deliver the service across Greater Manchester in allocated cluster areas, as part of the GM Homes Partnership. GM Homes Partnership also benefits from the support of over a dozen specialist housing providers who have committed over 270 units of accommodation across Greater Manchester via the Greater Manchester Housing providers (GMHP). The project originally aimed to support 200 entrenched rough sleepers over 3 years, helping them to achieve improved social outcomes including sustaining accommodation, engagement with mental health, alcohol and drug services, education and employment. To date the SIB is working with approximately 350 individuals and have accommodated 309. A further cohort have consented to be part of the programme but are not currently engaging. However project staff continue to undertake assertive outreach to find individuals and support them to return to independence where possible.

3.19 Outcomes from the project so far include:

- Increased collaboration, with 24 organisations working in partnership across Greater Manchester, including registered providers of housing coming together at scale across the region. Improved communication between organisations, a commitment to learning and a diversion from the standard process of service delivery have all resulted from an increased focus on collaboration.
- Improved trust and engagement from some of the most entrenched individuals who have rejected services for a number of years. 60% of the staff working on the project have personal insight into homelessness, and adoption of a strengths based approach to delivery, including the provision of assertive outreach in any location, has helped to increase engagement.
- Driving systems change in response to the identification of gaps in and barriers to services. A greater focus on consultation with people using the services, alongside integration of strategies across Health, Housing, DWP and Justice has helped to achieve the required change. Some early success is seen within innovative work to prevent unnecessary custodial sentences and also to improve access to mental health and drug treatment via a dual diagnosis practitioner.
- Steady participant investment in the project, with an ethos in place of allowing 2nd, 3rd, 4th...chances. The project is helping to drive a cultural change across organisations, so that issues that individuals face are not seen as failure, but that a collective response to resolve them is required. There is a strong person centred approach to delivery, which is resulting in high levels of ongoing engagement.

3.20 Rough Sleeping Initiative (RSI) update

3.21 The Rough Sleeping Initiative is producing good outcomes and partnership working. The latest outcomes since the March report are in Appendix 1.

3.22 Since the beginning of the project (July 2018 - May 2019) 660 people were supported to end their rough sleeping and another 216 were prevented from sleeping rough. In addition, during this period 70 individuals were reconnected to their original place of residence and a further 845 non-housing interventions were delivered, which includes advice, advocacy and support.

3.23 Safeguarding Adult Thematic Review

3.24 A Safeguarding Adult Thematic Review is being undertaken based upon the deaths of seven people who slept rough from mid - late 2018.

3.25 This review will analyse key themes that occurred across the deaths and make recommendations on how the system as a whole can improve working practices to avoid deaths in the future.

3.26 A practitioner's event was held on the 27th June, and it is anticipated that the final report will be published winter 2019.

4.0 Dispersed temporary accommodation

4.1 The Council currently has 1,522 (at 3 July 2019) dispersed temporary accommodation properties spread across Manchester and Greater Manchester. This increase is linked to the increased demand for homelessness assistance and the need to reduce bed and breakfast usage. Dispersed accommodation is a better option for families than most emergency accommodation. There is significant work being undertaken to move people out of temporary into permanent accommodation, as well as significant work being progressed to reduce the number of people going into temporary accommodation.

4.2 A commissioning process was undertaken to outsource the management of the Council's dispersed temporary accommodation. The process did not enable a suitable alternative provider to be selected and officers are now reconsidering the best approach to operating this service and considering alternative options.

4.3 The Homelessness Directorate's primary focus will be to deliver sustained reductions in the number of people in temporary accommodation whilst an alternative plan for the management of the accommodation is being developed.

4.4 Inspection of properties

4.5 Funding from the 1st April for 2019/20 was agreed in order to improve standards across emergency and temporary accommodation. Officers have worked hard since with human resources and finance to recruit and interview staff for the new inspections team. This team will be in place from the 1st July, although Housing Health and Safety Rating System (HHSRS) training

commenced in June and will be concluded in early July to ensure the team are fully trained prior to the commencement of inspections.

- 4.6 The Inspections Team will work with the current Inspections Officers in order to increase inspections capacity, chase outstanding work, and improve standards across temporary dispersed and emergency accommodation. This team will also ensure stricter regulation and enforcement of the timescales for repairs. New processes and procedures have been put in place in order to improve monitoring of accommodation and timescales. For example, this includes a requirement that if someone is in the same temporary accommodation for over 12 months it will be reinspected.
- 4.7 The minimum standards of property condition has been reviewed and will be implemented following the commencement of the Inspections team going operational. The previous checklist was sent to Neighbourhoods and the Environment Scrutiny in June after the March meeting request. Revisions include a greater focus upon the outside the property, for example garden walls, ensuring an adequate number of refuse bins are provided and structural elements recorded such as brickwork pointing and chimneys.
- 4.8 Training has been undertaken with support staff to improve knowledge of risks, health and safety issues and repairs.
- 4.9 The service is currently in the process of confirming that accommodation providers are members of a registered Property Redress scheme, as this is a legal requirement. Where a provider has not confirmed this, or has stated that they fall under an exemption to the legislation, this has been forwarded to trading standards who have authorisation to investigate and take formal action if necessary. Providers have been reminded of the formal process that is in place for the Council to counter claim from them on repair issues. The Operations Manager and the new Inspections team manager are currently meeting all providers to ensure they are reminded of their duties under their contractual responsibilities.
- 4.10 An accommodation and support satisfaction survey has been introduced. This is completely anonymous and is collated centrally for management to identify trends, areas of good practice or concern. The link is given to people upon leaving services to ensure there are honest responses and people are not influenced by their concern to get permanent accommodation.
- 4.11 Support workers have had conversations with all tenants at support meetings about the repairs process, how to escalate concerns, and what to do if the Landlord does not undertake the repair in a timely manner. These conversations are ongoing to ensure people are constantly reminded of the process.
- 4.12 Significant progress has been made in establishing links with the Council's Compliance and Enforcement Team. There is regular liaison in relation to waste issues, fly tipping and bin contamination. Work with regards to alley gate keys has been undertaken and is ongoing to ensure effective waste

disposal. The enforcement and compliance team are providing training for inspections officers, and regular meetings now occur. Information in relation to inspections of emergency accommodation is now shared between the two services.

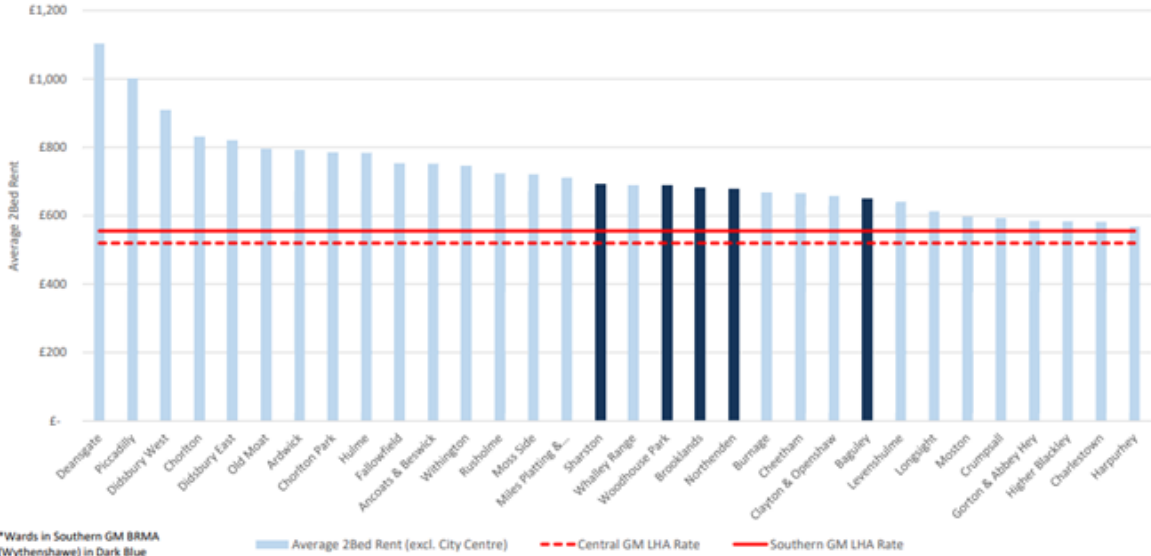
- 4.13 A new process has been put in place for properties that fail the inspection process, and are handed back to the provider. The address is sent to the Compliance and Enforcement team so that if the property is subsequently put on the open market the team will already be aware of the standard of accommodation and can immediately inspect and serve notice.
- 4.14 A process has been put in place to make direct referrals to Greater Manchester Fire and Rescue Service (GMFRS) for welfare checks. Staff have been informed and referrals have started to be made.
- 4.15 Location of Dispersed and Permanent Accommodation
- 4.16 Members requested, in Neighbourhoods and the Environment Scrutiny on the 19th June, a better understanding of why people who become homeless are unable to be accommodated, either in temporary or permanent accommodation, in the area from which they have presented. The main reason is the inadequacy of the Local Housing Allowance in comparison to the level of private sector rents in the city, which makes areas of the city wholly unaffordable for this purpose. The table below shows the level of Local Housing Allowance (LHA) in the city.

Southern Greater Manchester rates			
Number of bedrooms	Weekly LHA rate	Four weekly LHA rate	Monthly LHA rate
Shared accommodation	£63.21	£252.84	£273.91
1 bed	£105.32	£421.28	£456.39
2 bed	£132.04	£528.16	£572.17
3 bed	£156.33	£625.32	£677.43
4 bed	£206.09	£824.36	£893.06

Central Greater Manchester rates			
Number of bedrooms	Weekly LHA rate	Four weekly LHA rate	Monthly LHA rate
Shared accommodation	£67.20	£268.80	£291.20
1 bed	£105.04	£420.16	£455.17
2 bed	£123.58	£494.32	£535.51
3 bed	£137.32	£549.28	£595.05
4 bed	£186.47	£745.88	£808.04

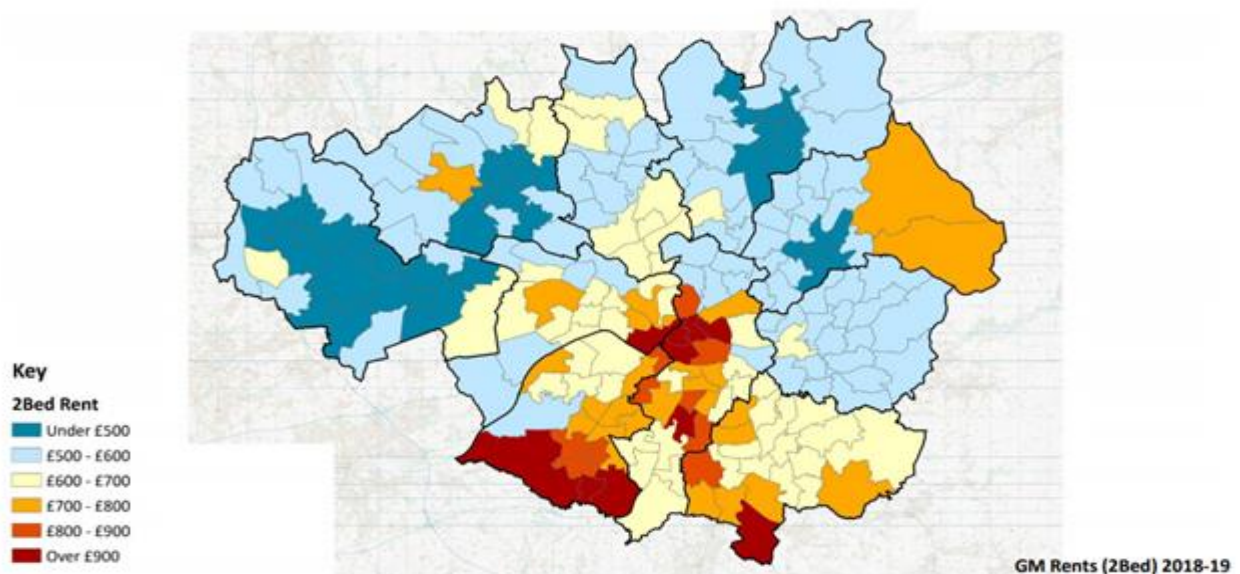
- 4.17 The Local Housing Allowance has been frozen since 2016 whilst private sector rents in the city have had a period of significant growth and rental inflation due to continuing disparities between supply and demand. This phenomenon has also extended to areas that were once more affordable, affecting their accessibility. There are now no areas of low demand anywhere in the city. The buoyancy of demand within the mainstream lettings market means that landlords are now no longer reliant upon the claimant market and are instead able to let almost exclusively to working households in large parts of the city.
- 4.18 There are currently no wards in the city with average rents below the LHA rate (2beds). This means that some residents experience shortfalls in the assistance they can claim to pay rental rates which they have to find from other sources. Many can not afford to sustain this in line with current levels of rental inflation and in some instances this is resulting in increasing numbers of people presenting as homeless. It also inevitably limits the number of properties in the city available to people reliant on LHA to pay for permanent accommodation.
- 4.19 It should be noted that there is a potential significant issue for the Council in this situation following a recent Supreme Court case which ruled that subsistence benefits should not be used to pay housing costs. Ultimately, this presents a serious issue that many households could effectively be owed homelessness duties, with a consequent issue of the need for more temporary accommodation and a shortage of properties which would be available for rehousing.
- 4.20 The Government has stated that they will reassess LHA rates for 2020, but at the moment it is unknown whether this will take place given continuing uncertainty over the next Spending Review and whether it will have any significant impact.

No wards with average rents currently below LHA rate (2 beds)



- 4.21 This impact is also felt within the temporary accommodation market. Although providers are requested to find more accommodation in areas of the city where there is less temporary accommodation, demand is so strong that landlords can choose to let to working households or to work with other organisations seeking accommodation rather than the Council's temporary accommodation contract.
- 4.22 One of the main aims of the Family Poverty Strategy is to find ways to help people into sustainable, better paid employment. This would increase their accommodation options within the areas they would like to live and which are affordable for them.
- 4.23 The graph below gives an indication of levels of rent across Greater Manchester.

North Manchester & large parts of GM North affordable



- 4.24 Due to the above situation, there are therefore 489 dispersed temporary accommodation properties outside of Manchester, 561 in the north of the city, 352 in the east, and 130 in the south.
- 4.25 Safeguarding of Families in Dispersed Accommodation
- 4.26 Internal Audit had been asked in November to undertake an audit of temporary accommodation policies, procedures and provisions of support to families. The findings of the audit were that there were significant areas of good practice including:
- The floating support team structure developed had clear management reporting and accountability lines.

- Management and Team Leaders had a shared understanding and vision for the service with key priorities shared across the Service.
- The vision for the floating support teams in supporting delivery of statutory duties was shared within the service up to Members via reports and business plans.
- There was evidence of significant management focus on identifying ways to reduce the number of households in Temporary Accommodation such as increased focus on expanding move on teams, reducing rent arrears and moving households into the Private Rented Sector (PRS).
- Strategic management information was collated monthly and discussed at monthly performance clinics.
- All Team Leaders reported that the teams worked well together and there were high levels of staff commitment. The majority of Support Workers mentioned high levels of support within teams and that management were approachable.
- Trial ways of working for example placing a Housing Benefit person in the office and use of Whatsapp to contact households have been well received by Support Workers and have reportedly led to increased understanding and decreased time spent on certain jobs.
- There were key procedures in place outlining Floating Support workflow and key stages for example sign up and closure.

4.27 Nevertheless, there were areas to focus upon and improve. These were the need to further develop shared and consistent processes and consistency in the understanding and discharge of roles and responsibilities. Due to the speed at which the teams were put together last summer, practices adopted across the floating support teams varied and this had led to differences in the provision of support. Audit stated that this was consistent with rapidly increasing teams who were still very new. The service has therefore put in place the following plan to address these concerns:

- Three workshops with staff and managers which will cover:
 - *Workshop One* - Key expectations for on-going support; Determining and agreeing the 'critical path' of support that must be delivered for all citizens with minimum expectations and clear timescales; Agreeing the minimum documentation requirements to support casework delivery and review.
 - *Workshop Two* - Defining a new procedure for the allocation of cases; Defining arrangements to ensure equity of caseloads across individual Support Workers and teams; Agreeing and confirming the arrangements for supporting and monitoring caseloads through supervision.
 - *Workshop Three* - Service Quality Assurance with managers around key case management tools and oversight including Liquid Logic report functions.
- Meetings with Liquid Logic in order to ensure the reporting and management functions within the system are appropriate to the homeless service and can improve the information extracted from the system.

- A new supervision monitoring structure for staff

4.28 The introduction of the move on and PRS team, alongside automated bidding and work with registered providers, has made a significant difference to the number of people moving out of temporary accommodation. For the period from January to the end of May 2019, 214 households moved into the private rented sector and 226 households moved into social housing.

	2017/18	2018/19	2019/20 Q1
RP	387	479	157
PRS	4	539	118
Total	391	1,018	275

4.29 Four welfare contact officers are in the process of being recruited to support the floating support teams. Their work includes maintaining oversight of any currently unallocated cases to ensure appropriate safeguarding is in place; health and welfare checks; income checks; poverty checks; chasing any outstanding property issues; specific pieces of work to help the support worker.

4.30 The service has also made contact with the Local Energy Advice Partnership (LEAP) to reduce fuel poverty and financial exclusion. LEAP have secured funding to provide energy saving advice, energy tariff switching and provision of low cost energy measures to tenants within temporary accommodation such as draft excluders, boiler cylinder jackets and radiator reflector panels. The Inspections team and floating support services will be referring clients into this service.

Case Study

Ms H presented 30 August 2017 due to loss of asylum accommodation. She had 'leave to remain' and recourse to public funds. English is not her first language. She has one child who is 2 years old. She was provided with Temporary Accommodation, a 2 bed house in Salford. She was allocated a Support Worker who arranged an initial visit. With the assistance of an interpreter the sign up paperwork was completed including the one offer policy and Early Help assessment. A Manchester Move application was created and Housing Benefit payments were put in place and checked.

The following support was made whilst Ms H was in temporary accommodation

- Referral made to foodbank for a food parcel
- Applied for a fuel voucher
- Support with school admissions forms

- Support with tax credit issues
- Applied online for free hours nursery place for daughter
- Liaised with landlord re repairs at the property
- Referral to Sure Start for pregnancy advice and help with new baby due in Oct 2018
- Manchester Move updated with MAT B1
- Applied to BBC children in need for a washing machine
- Liaised with Early Help worker from Salford
- Set up Payment plan with Scottish Power
- Referral made to Mustard Tree for additional furniture for her permanent property

On the 20th May 2019 Ms H was offered a 2 Bed property by Wythenshawe Community Housing Group. Preliminary offer letter sent out in post and viewing and sign up arranged for 14 June 2019. Welfare provision was applied for which included an electric cooker, beds for Ms H and her children, and a fridge freezer; these were delivered to her new property on 19 June. The support worker informed various agencies and utilities of change of address.

4.31 Rehousing larger families

4.32 The number of larger social rented homes becoming empty and available to rent continues to be extremely low. The Council and Registered Providers have allocated £14m to purchase circa 60 larger properties across Manchester to help alleviate this situation.

4.33 To date 38 properties have been viewed by Registered Providers, with 26 offers being made and 13 purchases completed. Of the purchased properties, 8 have been refurbished to a Decent Homes standard and let to a total of 15 adults and 41 children who have spent an average of 30 months in temporary accommodation. The remaining properties are undergoing refurbishment works and will be made available shortly.

4.34 A further 7 properties are in the legal process of being acquired following offers being recently accepted.

4.35 Registered providers are working closely with the Homeless service to move bigger families out of temporary accommodation and into permanent accommodation.

4.36 Private Rented Sector Strategy

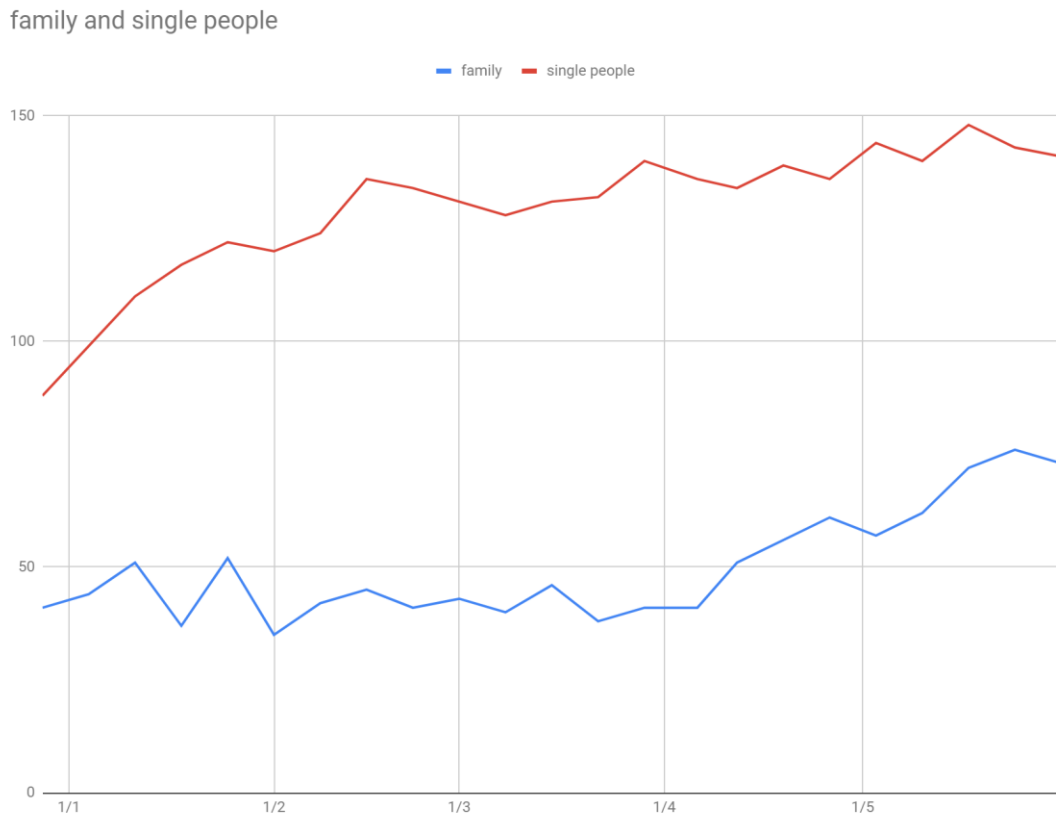
4.37 Officers are developing a private rented sector strategy, which will be presented to Scrutiny in Autumn 2019.

5.0 **Emergency Accommodation**

5.1 Access to Bed-and-Breakfast (B&B) accommodation is required to meet the Council's legal duties to provide emergency temporary housing for both single

people and families. The Homelessness Directorate has assessed an option of keeping dispersed properties empty and available to move people directly into, but this is not financially or physically feasible.

5.2 Since the last update the weekly variation of emergency accommodation occupation for single people and families is below:



5.3 The below table shows the number of single people and families in emergency accommodation on the last day of the month. This has increased by 63% since December due to demand pressures.

	Numbers in emergency accommodation on the last day of the month		Total
	Single people	Families	
Dec	91	42	133
Jan	120	35	155
Feb	129	39	168
Mar	140	41	181
Apr	144	62	206
May	144	73	217

- 5.4 The average length of stay is an important measure as it demonstrates throughput. Stays in B&B accommodation are intended to be short wherever possible. The average length of stay in emergency accommodation is shown below:

Average days in emergency accommodation on the last day of the month		
	Single People	Families
Dec	56	14
Jan	42	24
Feb	41	15
Mar	43	17
Apr	48	15
May	41	21

- 5.5 The table below splits the numbers of families and single people who have been accommodated in emergency temporary accommodation between December 2018 and the end of May 2019. This highlights the significant movement of households both into and out of emergency accommodation.

Numbers entering and leaving emergency accommodation				
	Families		Single People	
	Booked in	Booked out	Booked in	Booked out
Dec	47	80	42	63
Jan	97	98	118	87
Feb	81	78	87	82
Mar	76	76	90	76
Apr	98	79	99	91
May	78	66	106	110

- 5.6 Preventing homelessness is ultimately the most effective way of reducing temporary accommodation usage. Work is ongoing to try and reduce the use of emergency accommodation as much as possible. The report about the Section 21 team that went to Scrutiny on the 19th June 2019 explains some of this work in more detail. Further prevention work and move on work is described later in this report.
- 5.7 All families and single people who enter emergency accommodation are allocated a support worker. These officers work with the homeless household

to support them whilst in emergency accommodation, ensuring support and accommodation concerns are resolved.

- 5.8 Senior Officers have visited all the emergency accommodation that is used by the homeless service and raised any concerns with owners / management. Regular meetings with emergency accommodation providers will be ongoing based upon the inspections regime to discuss issues, concerns and improvements.
- 5.9 With the commencement of the inspection team, a robust schedule of regular inspections will be put in place to replace the current process whereby Support Workers raise any issues. A regime of inspectors accompanying households on an unplanned basis will also be put in place to ensure consistency of standards.
- 5.10 The list of accommodation has been provided to the Councils Enforcement and Compliance Team, and they now inspect the establishments with regards to Health and Safety and Food and Hygiene compliance.
- 5.11 Concerns regarding the ability to heat food has been addressed, and emergency accommodation establishments now have methods to ensure this occurs, whether this be through providing microwaves, or hotel staff heating up food.
- 5.12 Information on support that can be accessed from the local community, as well as local services has now been written and provided to all people who go to emergency accommodation. Work is ongoing with the voluntary sector to develop services in conjunction with the hotels, or to ensure signposting to local services occur.
- 5.13 All families with young children or whom are pregnant are referred to the midwifery service where appropriate to ensure support is in place.
- 5.14 Additional move on emergency accommodation workers are now employed to facilitate families and singles into permanent accommodation solutions if possible, thus avoiding temporary accommodation.
- 5.15 As with the dispersed accommodation, satisfaction surveys are given to people to complete upon leaving emergency accommodation. This will help in identifying any ongoing issues or concerns.

6.0 Work with the Local Care Organisation and Adult Services

6.1 Psychologically Informed Environment at Women's Direct Access

- 6.2 A project is being progressed by the Greater Manchester Combined Authority (GMCA), mental health and the Homelessness service for a psychologist to be placed at the Women's Direct Access Centre for a period of 2 years.

- 6.3 A high percentage of the women staying at the Centre have a range of complex needs, particularly relating to mental health, alcohol / drug use, history of being a victim of domestic abuse etc. These issues have often contributed to them being homeless and living chaotic lives. It also means that developing plans to help them move on to long term accommodation and engage with appropriate support is far from straightforward.
- 6.4 Having a psychologist placed at the Women's Direct Access Centre provides the opportunity for someone with relevant experience and skills from the health service to:
- Work closely with the women residents in a variety of ways as and when required over a period of time, as opposed to waiting for appointments at hospitals and health centres etc.
 - Look closely at the needs of the group of women on a daily basis, gather information and make recommendations for how to best provide the support that is required.
 - Provide support for staff at the Centre and develop approaches to working with women who have mental health needs. Many of the staff have had training on psychologically informed environments and trauma based approaches, the input from the psychologist will allow the service to build on this approach
- 6.5 It is anticipated that the project will commence in the autumn.
- 6.6 Student placements from the University / volunteering
- 6.7 Woodward Court have an arrangement in place to use students on placement from the University to provide a counselling service for residents. This has worked well and the next student will be starting in October.
- 6.8 At different points throughout the year all temporary accommodation schemes have had Occupational Therapy students on placements. The service is currently working to accept more students during the next educational year. These placements have been successful and very useful in terms of working with residents.
- 6.9 Willowbank, one of the Council's family accommodation blocks, continues to have medical and dentistry students volunteering from Manchester University providing activities for children at the weekend and after school. This includes homework club, reading, arts and crafts, sports, cookery classes and DVD nights.
- 6.10 Willowbank also works with the Birthday Stars project, who come into the hostel to provide birthday parties for children who are living there.
- 6.11 Willowbank, Longford Centre and Women's Direct Access all work with Cracking Good Food to help residents learn healthy eating and how to cook. The women's direct access centre has opened the kitchen again as a place for women to eat and congregate.

6.12 Training

6.13 Significant training has been undertaken by all staff over the past year. This included training provided by Ian Wilson who lectures on mental health social work at the University. The training covered:

- Mental Health and Substance misuse
- Cognitive Behaviour Therapy (CBT) covering approaches towards anxiety and depression)
- Identifying mental health conditions including personality disorder
- Referring and navigating; accessing appropriate mental health care

6.14 The service is currently ascertaining how to build upon this and develop further training, particularly focusing on CBT techniques and dual diagnosis.

6.15 Homeless Mental Health Services and Urban Village

6.16 These provide an important link into various health services and treatments for residents of Woodward Court and Women's Direct Access in particular, but also for other accommodation schemes to a lesser extent. Working relationships with these organisations have always been close and have allowed a degree of flexibility that is often required when working with residents who have a variety of complex needs and chaotic lifestyles.

6.17 Community Psychiatric Nurses work closely with individual residents across all schemes.

6.18 MHCC (Manchester Health and Care Commissioning) have established five 'homeless access GP practices' to provide specialist homeless support in neighbourhoods which have high concentrations of hostels, B&Bs, family accommodation and other unsupported accommodation. These practices have had significant support from the Urban Village to help raise awareness of homeless issues and presenting needs.

6.19 Physical health

6.20 All temporary accommodation schemes refer into and access services via the normal routes, this includes:

- Macmillan Nurses,
- Community Support Workers,
- Primary Assessment Team (PAT) Assessors,
- AGE UK,
- Physiotherapists,
- Crisis Response Team,
- Moving and Handling Team,
- Alcohol and Drugs Services,
- Aids and Adaptations Team,
- District Nurses,
- Home Treatment Team,
- Dental Drop in Team.

- 6.21 There is a key contact system in place in case difficulties are experienced in accessing adult social care services, but this route is not needed very often within temporary accommodation.
- 6.22 Willowbank and Oak Lodge also have arrangements in place for working closely with health visitors and midwives.
- 6.23 Young Persons Shared Houses have arrangements in place to work with sexual health workers who go into the accommodation to work with residents.
- 6.24 Naloxone - saving people's lives
- 6.25 The Council wants to ensure that any deaths are kept to a minimum. The service has therefore worked with the Council's Health and Safety team and Change, Grow, Live, our substance misuse partners, to provide training for the administration of Naloxone. This is a medication designed to rapidly reverse opioid overdose. It can very quickly restore normal respiration to a person whose breathing has slowed or stopped as a result of overdosing with heroin or prescription opioid pain medications. The service is also ordering defibrillator kits and organising training. It is anticipated that staff will be able to use both from the end of July.

7.0 Joint work with Children's Services

- 7.1 Homelessness and Children's services adopted a joint working approach to develop a new pathway model which will better meet the needs of all young people in the city, including care leavers and young people with complex needs. Progress within this joint working approach is ongoing. A new positive pathway model has been agreed, which adopts a focus on targeted early help and prevention, includes a gateway into specialist commissioned accommodation, and which should allow young people to access a range of housing options and support. However, referrals to Housing Related Support (HRS) accommodation for young people remain high with existing provision struggling to meet the demand from homelessness services and children's services.
- 7.2 Work to develop and implement a new electronic single point of access gateway system is nearing completion. The Manchester Access and Support (MAS) gateway will be rolled out to the commissioned young person's Housing Related Support accommodation mid July 2019. The MAS gateway will support the new pathway model and will help to streamline the referral process and access points into HRS accommodation for young people in the city. The joint working protocol between Homelessness and Children's Services for 16/17 year olds who are homeless and need accommodation has also been reviewed and updated.
- 7.3 Centrepoin are a national charity providing specialist support and accommodation for young people. They provide the single point of access to commissioned accommodation for young people in the city from their offices in

Oldham Street. They are also commissioned to deliver the prevention and accommodation service for 16/17 year old children, as well as the floating support provision for young people in the city, and the accredited tenancy training course for young people. Following the introduction of the Homelessness Reduction Act in April 2018, the Homelessness Prevention Service in Centrepoint Manchester was remodelled so it was able to jointly deliver the statutory homeless service for young people under 25 years old, in partnership with Manchester's Housing Solutions Team. This new approach works to help the Council meet its duties to prevent and relieve homelessness for young people who are threatened with, or experiencing homelessness.

- 7.4 A review of the Centrepoint services was jointly undertaken by commissioners from the homelessness service and from children's services in May 2019. The review took a detailed focus on the key service areas that Centrepoint are commissioned to provide, and how these operate across the existing accommodation and support pathway for young people in Manchester. The review has highlighted areas of good practice and made some recommendations for service improvement and systems change in order to help inform the approach to the joint commissioning of new accommodation and support contracts.
- 7.5 Commissioners from homelessness and children's services have progressed plans to commission and develop new services for young people, which will be in place from April 2020. The aim of these services will be to deliver a coherent pathway that focuses on preventing young people from becoming homeless, and where this is not possible, provides a range of high quality housing and support options. Plans for the type of services to commission are currently being agreed and developed, with some significant progress being made. A workshop with providers and young people with personal insight has been arranged for 11th July, which will help further shape the models of the services that need to be commissioned. Following this workshop, service specifications will be drafted to go out to tender in September 2019.

8.0 Further updates since March 2019

8.1 Hospital Discharge

- 8.2 Working closely with the Local Care Organisation (LCO), Greater Manchester Combined Authority (GMCA) and hospitals in the city, a hospital discharge protocol has been agreed. The aim of the protocol is to identify people who are homeless as early as possible in the health system, and reduce the number of people who present as homeless upon discharge from hospital.

- 8.3 A Housing Solutions Hospital Discharge Team comprising of 4 housing solutions officers, 3 private rented sector officers and a team manager have been recruited. The final pre-employment check for the enhanced Disclosure and Barring Service (DBS) checks are underway. These officers will work across the 3 hospitals and mental health service, identifying people who are homeless, and working with Manchester Move and the private rented sector to help them find accommodation once they are ready for discharge. This

additional resource should reduce the number of delays of transfers of care (dtoc) and help the hospital manage their beds, whilst also preventing people from presenting as homeless, thereby providing a better level of service for the population and representing savings to both hospital and Council budgets.

8.4 There have been unavoidable delays beyond the control of the service for staff coming into these posts as a result of the length of time the enhanced DBS is taking to process. We have queried with Compliance if staff can come in to post with risk assessments in place whilst we wait for the return of the enhanced Disclosure and Barring Service checks. To date we have a Team Leader and one Housing Solution Officer in post. A further Housing Solution Officer and Private Rented Sector Officer will start in mid July.

8.5 The Team Leader has secured office space for the worker at Wythenshawe Hospital and is in discussion regarding sourcing space at Manchester Royal Infirmary and North Manchester General Hospital. Working arrangements with MPath, Urban Village Medical practice and Northwards Mental Health Workers are now in place.

8.6 Homeless Commissioned Services

8.7 Recommissioning of Housing Related Support (HRS) services and the Council's City-Wide Advice contract took place during 2018. Procurement took place in September 2018, with contract award in January 2019. Social value was at the heart of the new specifications and a range of positive outcomes including new jobs, apprenticeships, work experience opportunities, and support back into employment. All providers have committed to paying at least the Manchester Living Wage. New contracts commenced in April 2019.

8.8 The Housing Related Support service recommissioning included co-producing a new pathway model with partners and people who have personal insight into homelessness or experience of using services. The overarching model has three distinct pathways. These are:

- 1.) adults pathway;
- 2.) specialist support pathway for entrenched people who sleep rough;
- 3.) drugs and alcohol pathway.

8.9 To support the new pathway model work is ongoing to develop and implement the Manchester Access and Support (MAS) Gateway, which is the new single point of access for all referrals into housing related support services commissioned by Manchester City Council. The new system has a number of key features:

- Decentralised, cloud-based system allowing access from multiple sites and by multiple agencies
- Access to all short term supported accommodation and floating support
- One assessment and prioritisation process used across all services
- Matching used to identify the most appropriate service(s)

- Management of waiting lists and booking clients in and out of their services
 - Providing comprehensive data on clients, service performance and demand
- 8.10 Training has been delivered for our Housing Related Support providers and organisations who will be making referrals into the system. The system will be rolled out in July 2019.
- 8.11 Recommissioning of the City-Wide Advice service included updating the current service model to ensure that it continues to meet the Council's strategic priorities. New features of the model are: a capacity building role to support and develop the wider advice sector; a multi-channel approach to ensure diversity of access; a tiered approach to meet a range of needs; and, an increased focus on a digital offer and innovation. The current provider was successful in the tendering process and will be developing and strengthening their current offer through the new contract.
- 8.12 The recommissioning of domestic violence and abuse refuge and outreach services is currently taking place. The tender process is due to begin on 8 July and includes three lots:
- Refuge Provision;
 - BAME (Black, Asian and Minority Ethnic) Refuge Provision;
 - Outreach Provision.
- 8.13 Contract award is due to take place in September 2019 with new contracts commencing in January 2020. This recommissioning has been undertaken in the context of a wider strategic review, which is due to start later this year, and contract length has been set at two years initially in order to align with the completion date of the review. The review will include conducting a needs assessment, mapping existing provision both locally and within Greater Manchester, examining best practice, and co-production with partners, providers and people using services to develop a new model and range of commissioning options.
- 8.14 Housing Solutions Service
- 8.15 Reflecting the report which went to Neighbourhoods and the Environment Scrutiny Committee on the 19th July, the Section 21 team, based within the Housing Solutions Service, working in conjunction with the Court Advice Team have become established and are becoming very successful at preventing homelessness. The team has been operational from mid January and in that time have worked with 357 cases with 218 cases prevented, 166 of which had an invalid section 21 and a further 52 were prevented following contact with the landlord.
- 8.16 The Housing Solutions Service are in the process of expanding, in order to ensure a clearer focus upon prevention and develop capacity in this area. The service will also target groups who form the majority of requests for assistance

to make the greatest impact. In 2018/19, 20% of people presenting as homeless presented due to family breakdown, for example being asked to leave by parents/relatives. This is the second highest reason for presentations after Private Rented Sector evictions. The expansion of the service will include the recruitment of two visiting officers, who will be able to mediate between family members and encourage people to be able to remain in their current accommodation rather than in emergency accommodation.

8.17 The expansion of the service will also include 3 housing solution officers, 3 additional team leaders and one team manager role. This expansion will help to meet demand at the front door, will improve scrutiny of cases going into emergency accommodation and will allow for a change in practice.

8.18 Private Rented Sector (PRS)

8.19 The Private Rented Sector (PRS) team within the Homelessness Department work to source settled accommodation for homeless households. The team became fully functional in December 2018. Since December 2018 to end of May 214 households have moved into Private Rented Sector tenancies, enabling temporary accommodation to be freed up and reducing the costs of emergency accommodation.

8.20 In April 2019 the Council were successful in a bid for £401,190 through the Ministry of Housing, Communities, and Local Government (MHCLG) PRS Access Fund to increase the existing PRS offer for landlords. This funding is to be allocated within 2019/20 and will be used to finance the following:

- The purchase of a new on-line system which will be used by landlords to update new properties as they become available for clients to view.
- Expansion of the current paper bond scheme
- The purchase of a tenancy training e-learning based system to equip tenants with the essential skills and knowledge required to maintain their new tenancies. Quotes are currently being provided.
- Additional financial assistance to pay for deposits and bonds.
- Three resettlement officers to be employed for a period of twelve months to provide ongoing tenancy support for clients moving into the Private Rented Sector. This will be an expansion of the current resettlement service provided by Humankind.

8.21 Incentive model to maximise Social Housing Stock

8.22 A right-sizing officer has been recruited by Manchester Move. They will work with Registered Providers to identify people who are under-occupying properties and who are thinking about moving, giving support to people through the process. The officer started at the end of May, and therefore it is too early to have any outcomes at the moment.

8.23 Specialist Domestic Violence & Homelessness Service

8.24 The number of presentations to the homelessness service due to domestic violence has consistently remained high. In Quarter 4 of 2018-19, there were 103 presentations.

	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	Q3 18/19	Q4 18/19
Presentations connected to domestic violence	54	60	59	60	63	106	95	103

8.25 The service is in the process of recruiting two specialist Domestic Violence & Abuse and Homelessness workers. They will be based in the Housing Solutions Service, working with people presenting as homeless due to domestic violence, helping identify prevention options and ensuring people are linked in with the most appropriate service. The service will include:

- Risk assessments
- Discussion of housing options
- Offers where appropriate of Sanctuary and civil options to return (occupancy order / non-molestation order)
- Discussion of criminal options
- Referral and support at MARAC (Multi Agency Risk Assessment Conference)
- Management of safeguarding concerns

8.26 Manchester Volunteer Advice Partnership (MVAP)

8.27 The MVAP service recruits, trains and coordinates volunteers in order to support the initial contact and homelessness prevention work in the Council's Housing Solutions Service. This service was originally piloted for 3 days a week, but has recently been expanded to cover five days. The service includes:

- Providing a friendly welcome into the Customer Service Centre and directing people to the appropriate waiting area or facilities as required.
- Supporting the initial basic information gathering.
- Providing a basic advice service.
- Providing support for people to access computers, signing up to Manchester Move etc following their conversations with Advisors.

8.28 Prevention Service

8.29 It is through focusing on prevention that we will make sustainable long-term impacts on homelessness and the use of temporary accommodation. We are developing a new homelessness prevention service which will support those households identified early on as being at risk of homelessness.

- 8.30 The intention is to pilot this in two areas of the city, chosen to make the greatest impact. The service will link in with partners in Early Help, education, health, and other locality based services, and providing a multi-agency/multi-modal prevention response to those households identified as being at risk of homelessness before they hit crisis point.
- 8.31 Work is being progressed with performance, research and intelligence to evidence the most appropriate areas of the city within which the service should be based and where the most impactful interventions can be made.

9.0 Homeless Partnership Work

9.1 Homeless Health Peer Advocacy

9.2 The National Lottery Community Fund (formerly the Big Lottery) have agreed a transformational four-year grant of £1,528,299 to Groundswell, a peer led homeless health charity, to partner with charities Crisis and Shelter to take a nationally-recognised approach to overcoming homeless health inequalities.

9.3 When someone is homeless, they are often living chaotic lives, trying to navigate systems working in silos to find a safe place to sleep, secure work, claim benefits and overcome debt – their health is often not seen as a priority. This service will roll out Groundswell’s Homeless Health Peer Advocacy (HHPA) model into Manchester through the local Shelter team. Homeless Health Peer Advocacy trains people with experience of homelessness to become volunteer peer advocates, they help homeless people navigate the health system, engage and address their health problems. HHPA is proven to improve health by increasing access to healthcare; it also reduces the rate of DNA’s (‘did not attend’) and saves the National Health Service money.

9.4 In addition to directly supporting homeless people to access the health care they need, Health Now will form alliances, informed by peer led research, to understand and raise awareness of local barriers to accessing healthcare for homeless people.

9.5 Homeless Palliative Care Coordinator

9.6 St Ann’s Hospice has funding for a 5 year fixed term post, to work across Greater Manchester, recruiting and managing trained volunteers to deliver an end of life befriending and bereavement support service to staff and homeless people. They will ensure appropriate care and support packages are identified and in place for homeless people; whilst delivering palliative and bereavement training to front line staff. The role will also support staff and teams in advocating for homeless people's entitlements, acknowledging the complexities of their needs and challenging equalities and exclusions.

9.7 The interview date is the 8th July, with the role commencing once any notice period is served.

9.8 Lloyds Bank Accounts for Homeless People

9.9 One of the issues that used to be difficult for people who are homeless was the opening of bank accounts. The Homeless Partnership has undertaken significant work with Lloyds Bank to agree a process by which homeless people can open and have an account. This has been very successful with over 206 accounts being opened for homeless people, and over 50% of these being for people who were sleeping rough.

9.10 St John's Homeless Initiative

9.11 The St John Homeless Initiative is a first of its kind collaboration in the UK. The St John's Homeless Initiative has brought together all the organisations involved in the development of Allied London's St. John's scheme, including Laing O'Rourke, Lendlease, and McLaren Construction, working alongside Manchester Council, the Manchester Homelessness Partnership, DWP, Big Change MCR and CityCo to ensure the efforts and donations made are channelled to the most relevant places.

9.12 The St John's Homeless Initiative has three main objectives:

- Awareness – to raise awareness of the causes, impact, and solutions of homelessness to both organisations and the general public.
- Employment – to aim to provide opportunities and support to assist 100 people who are homeless or at risk of homelessness into work in a variety of roles within the St. John's Development. This will be achieved through a collaboration with suppliers, government agencies, local charities and partnerships, and the development of an inclusive online job portal.
- Fundraising – to raise a target of £250k through fundraising, channelling resources and effort to where it is needed most.
- Legacy – Annual objectives have been set out with the main partners but as this initiative grows, there is the potential to include St. John's tenants and occupiers.

9.13 This pioneering project could act as a meaningful and sustainable model which could be rolled out to other developments across Manchester as a model for how property developments can approach social value in partnership.

9.14 Work on the agreed objectives between all parties has already begun with training to understand the full picture of homelessness which was delivered by people who have been homeless themselves, and fundraising events that have already raised over £7k. Employment creation is a key focus and will begin with the launch of an online job portal called 'inclusive jobs' that was created in-kind by Career Builder, and will launch in July 2019.

9.15 Manchester Homeless Partnership (MHP) Business group

9.16 Manchester Homelessness Partnership has an active business network of over 300 organisations who meet monthly to understand more about homelessness and respond to what the sector needs. These projects include:

- Uber - transport: Partnership with Uber to have a central charity account for 15 homeless organisations in Manchester. This has been running for 8 months, with over 800 trips made so far, saving charities over £5,000.
- Space Zero - renovations: Partnered with Women's Direct Access to use their design skills and PIE knowledge to create a new feel to the accommodation space to make it feel less institutionalised. Ran a co-production workshop with residents to decide the focus and the style. Communal space, colours and furniture were chosen, detailed planning underway. They are also donating a number of laptops for residents.
- DBK - group counselling: Private counselling service in Manchester put on a course of 4 free group sessions for frontline charity workers to give them the tools to better respond to the difficulties of working in the homelessness sector.
- RYH and Telecom - regular food donations: They have now developed an annual calendar with the itemised food needs from 12 charities being met and delivered to the charity each month.
- Enterprise Holdings - vans: Volunteer drivers are helping to get everything from furniture for a new property to toilet roll for emergency shelters from one location to another.

9.17 Manchester Homeless Partnership Action Groups

9.18 The Manchester Homeless Partnership (MHP) consists of the voluntary sector, businesses, and the statutory sector, including health and GMP, working together to solve homelessness. The MHP has 13 active action groups which look into specific topics within homelessness to try and effect change at a systems level. Each group is co-chaired by someone who has personally experienced the area being looked at. The groups bring together a diverse range of partners in one room. More recently formed groups include: young people, families, autism, and settled accommodation. Some examples of what is being done within these groups include:

- Emergency Accommodation - co-created suggested 'standards' that all emergency accommodation provisions should meet. These are being used as part of the Greater Manchester A Bed Every Night provision.
- Employment - exploring the transition from benefits to income and how this part of the system can be a disincentive to gaining employment
- Evening services - increased the number of advice and meal provisions that are open after 5pm.
- Unsupported Temporary Accommodation - created a residents pack, providing more support and connections to landlords
- Prevention - exploring options for creating alternative places to present as homeless in different areas of Manchester

- COR (Coalition of Relief) - volunteer-led / grassroots charities sharing information, resources and receiving training on topics such as mental health.

9.19 The Homeless and Health action group have developed and are rolling out a clinical homeless and health training programme for all health staff.