

## **Appendix 1 - Delivery Plans**

### **1. Revenue Financial Plan**

**Table showing an overall summary of financial position**

<b>Subjective Heading</b>	<b>2018-2019 Budget £,000</b>	<b>2019-2020 Indicative Budget £,000</b>
<b>Expenditure:</b>		
Employees	8,335	10,468
Running Expenses	16,134	19,830
Capital Financing Costs		
Contribution to reserves		
Total Subjective Expenditure	24,469	30,298
<b>Less:</b>		
Other Internal sales		
Gross Expenditure	24,469	29,798
<b>Income:</b>		
Government Grants	(3,347)	(3,586)
Contributions from Reserves		(1,440)
Other Grants Reimbursements and Contributions	(101)	(101)
Customer and Client Receipts	(11,796)	(11,796)
Other Income		
<b>Total Net Budget</b>	<b>9,225</b>	<b>13,375</b>

## **2. Performance Plan**

Our Plan Priority	Objective	Indicator	2017/18 result	2018/19 target	2019/20 target
Healthy cared for people	Reduce the number of people becoming homeless and enable better housing and better outcomes for those who are homeless.	Outcomes - Reduce the number of people sleeping rough (Annual rough sleeper count)	94 (2017)	120	98 (2019)
		Outcomes - Increase the number remaining in settled accommodation after 12 months. * (PRS team)	N/A	N/A	75%
		Outcomes - Reduce the average length of time within in house temporary accommodation. (QL)	N/A	N/A	12 months
		Outcome- Reduce the average length of time in bed and breakfast accommodation (Allocations team)	N/A N/A	Singles below 65 days Families below 35 days	Singles below 56 days Families below 30 days
		Outcomes- Reduce the average length of time within dispersed temporary accommodation. (QL)	N/A	N/A	Below 24 months

	Total satisfaction with the temporary accommodation provided (rated out of 5) (in-house reporting)	N/A	N/A	3/5
	Outcomes - Increase the number of positive move ons (into settled accommodation) (PRS team)	147 PRS 616 social	400 PRS 650 social	800 PRS 650 social
	Outcomes - Increase the number of homelessness preventions (H-CLIC)	N/A	330	500
	Outputs -Total number of households in temporary accommodation * (QL)	1,803	2,001	2,103
	Outputs - Number of households in dispersed accommodation * (QL)	1,353	1,500	1,600
	Outputs - Number of people in B&B accommodation * (QL)	35 families 128 singles	73 families 90 singles	65 families 100 singles

Notes:

- \* as recorded on the 31st March
- Several of the indicators are part of the Manchester Homelessness Strategy which is a city wide strategy involving a number of external partners. The figures stipulated in this table relate to Manchester City Council's performance in relation to this strategy.
- The 2018/19 rough sleeping target was 120, actual figures will be released by the Government in February 2019.
- The Homelessness Prevention result for 2017/18 is not included here, as the methodology for recording prevention outcomes has changed with the introduction of the Homelessness Reduction Act in April 2018.

### **3. Equality Overview and Action Plan**

The Council has a long established commitment to supporting diversity in the City and, under the Equality Act and associated Public Sector Equality Duty, a legal requirement to take account of equality considerations in its organisational planning processes.

The organisation's Corporate Equality Objective, to achieve an 'Excellent' status under the Equalities Framework for Local Government (EFLG) was achieved in 2015 following a peer assessment by the LGA.

The Council has set itself three equality objectives for 2016 – 2020 which help describe the things that need to be done to support Manchester's vision to be progressive and equitable. These are, 'Knowing Manchester Better', 'Improving Life Chances' and 'Celebrating Our Diversity', and each has a set of aims which are updated annually and describe the areas and activities that we must focus on to ensure we are making progress.

The Homelessness Service is committed to delivering the vision of Manchester's Homelessness Strategy, which is to end homelessness in the city. As part of Manchester's Homelessness Partnership the Council is working with healthcare and other public services, charities, faith groups, businesses, institutions and other organisations to adopt the values of the Charter and to reduce the inequalities that lead to people becoming homeless.

#### **Activity undertaken in 2017-18 year to promote equality and diversity in the City in support of the Council's equality objectives and supporting aims**

During the previous year the Homelessness Service has promoted equality and diversity in a number of ways, including through ongoing work to deliver against the five areas of the Equality Framework for Local Government (EFLG).

- Development of new data capture measures for homelessness accommodation and support services that reflect best practice guidelines around LGBTQ individuals
- Development of co-production mechanisms with the Homelessness Partnership to ensure that we listen to the views of people who have insight into homelessness and formulate policies, procedures and services with them at the heart of all we do.

#### **Planned activity and priorities for the next year to promote equality and diversity in the City in support of the Council's equality objectives and supporting aims**

The Homelessness Service will continue to develop and embed equalities promotion and activity within their work. This will include working with partners, including statutory, voluntary, and faith organisations to deliver the vision and aims of the Homelessness Strategy.

## 1. Knowing Manchester Better

- continue to develop a co-production approach with the aim of engaging with, and understanding, the diverse experiences of people using services
- continue to develop strong links with statutory and voluntary sector partners, including working with partners to share knowledge and understand the impact of big changes within the city on different communities
- embed and expand the Our Manchester approach in services, building on our self-assessment rating of '*developing*'
- improve data capture and cohort analysis, including developing new tools and systems such as the MAS Gateway to better know our communities and people using our services

## 2. Improving life chances

- continue to reduce inequalities in Manchester residents' outcomes through developing services that focus on early intervention and prevention to stop families and individuals becoming homeless, and improving access to settled homes for people in temporary accommodation
- work closely with partners to help people who are homeless into volunteering and subsequently employment therefore contributing to sustained economic growth that benefits everyone

## 3. Celebrating our Diversity

- continue to promote the diversity of Manchester residents, making use of communication channels and partners to celebrate Manchester's diverse communities
- continue to develop a diverse and inclusive workforce
- embed the involvement of people with personal insight of homelessness in all recruitment, commissioning, and service design processes

### **Proposed changes and activities over this budget and business planning period that have an impact on equalities in general or specific protected characteristics in particular**

There are a range of ongoing and new activities within the Homelessness Service that will directly impact on equalities:

- Development of the MAS Gateway, which will facilitate access to housing related support services and allow comprehensive data monitoring of services. The Gateway is being co-produced with partners and people who use services in order to ensure it best meets their needs. It is anticipated that the Gateway will have a positive equality impact as it will ensure that individuals with the greatest need are given access to services. Mitigating actions to address any potential or unforeseen negative changes are being addressed as part of project planning and co-production.
- The commissioning of the accommodation services, which provide accommodation for people who are vulnerable and homeless

- The transferring of the management of dispersed temporary accommodation from the Council to a provider to improve standards of properties.

<b>Proposal</b>	<b>Proposed EIA Completion Date</b>	<b>Decision Date</b>	<b>Senior Management Lead</b>	<b>Comments on initial potential impacts</b>
Development of the MAS Gateway	February 2019	March 2019	Jane Davies	No negative equality impacts anticipated at this stage
Commissioning of the young people's pathway	March 2019	May 2019	Jane Davies	No negative equality impacts anticipated at this stage
HRS commissioning	February 2019	March 2019	Jane Davies	No negative equality impacts anticipated at this stage
Advice Commissioning	February 2019	March 2019	Jane Davies	No negative equality impacts anticipated at this stage
Procurement of dispersed temporary accommodation	April 2019	May 2019	Louise Stonall	Positive equality impacts anticipated at this stage

### **Monitoring of the Equality Action Plan**

The schedule of EIAs above merely reflects the planned activity at the point of writing the Budget and Business Plans. The Homeless Equality Champion and Equality Team lead will work together on an ongoing basis to drive EIA activity in more detail. This work will include continual updating of the EIA schedule and the continual monitoring and evaluating of the effectiveness of the mitigation activity.

Progress on the delivery of the Equality Action Plan is reported to the Communities & Equalities Scrutiny Committee on an Annual Basis. This report is produced by the Directorate Equality Champions supported by the Equalities Team.

## **4. Workforce Plan**

### **Workforce Strategy**

A summary of the key drivers for workforce change and strategic workforce objectives within Homelessness for 2019/20 are as follows:

- Embedding the recent redesigns and new delivery models for prevention and intervention
- Exploring options for an alternative service provider to deliver the Housing Management function for the dispersed temporary accommodation service to which TUPE implications may apply.
- Provision of high quality, efficient services, through the new delivery models
- Skills development for all staff to reflect systems transformation including the development of career pathways that model new ways of working.
- Continue to improve the delivery of our statutory and other services and the experience of the citizens whilst homeless or at risk of being homeless.
- The need to develop leaders and managers to have the right skills and attributes to operate the basics of good management practice so the foundations on which to build strong motivated teams for the future are laid.

All of the drivers for workforce change will support the Homelessness Service so that they are focused around people and communities, and staff have the relevant attributes and behaviours to work to the best of their ability in a supported environment.

In terms of workforce implications, our staff are our most important asset, how they think and feel about their work, how we engage with them and how we value them is extremely important to harness the commitment and support to take us further forward into integrated ways of working. Developing and supporting staff to embed the 'Our Manchester' principles and behaviours will be fundamental to achieving our objectives. We will continue to nurture an environment where they want to be part of developing and improving the future of the citizens of Manchester. Our responses and action plans to address key themes that arise from the Be Heard Survey, will also ensure that our staff feel listened to and their opinions are valued.

We will continue to review how we communicate and engage with our staff that will incorporate dedicated communication events and the development of new technologies that helps us keep in touch and connected with our workforce on the frontline. Our engagement and action strategy will be monitored through our senior management team and provide a robust framework from which we will incorporate feedback

from surveys, develop actions and monitor our performance to achieve the key changes. We will deliver of a programme of 3 service Staff Engagement Events over the year ahead. The focus will be on sharing the vision and priorities for the service, new initiatives, Our Manchester behaviours and ways of working, sharing knowledge and expertise. We will also use workshop sessions to discuss and improve service and future delivery. We will continue to develop the service wide newsletter. BeHeard completion is low in Homelessness - this year every member of staff will be given dedicated time to complete the survey on line to try to address this in order for a more representative response across the service. We are also introducing recognition and reward for staff and teams, acknowledging and highlighting positive behaviours and outcomes as a result of taking the Our Manchester approach in problem solving.

Through our workforce and organisational development plans we will support the growth of our leaders and managers, continuing to build capacity and create a positive culture to improve performance management. This will be supported through the Manchester City Council Leadership and Management programmes, specific development programmes and co-production work with our external partners. All Senior Managers and service managers will undertake the Our Manchester Leadership and Raising The Bar programmes. Delivery of Wider Leadership Management sessions for all managers will be scheduled, where we will come together and share best practice. Senior Managers will also continue to regularly visit front line services to ensure they remain in contact with front line staff and the 'sharp end' of service delivery.

There will be a strong focus on management induction and understanding the basics of practical management including relevant policies and procedures. This will be supported via the frameworks already in place i.e. absence management clinics and management information to inform this, to enable managers to operate effectively.

The shift to strengths / asset based ways of working has already begun, and the next phase of this work sees the development of a system-wide programme for all staff across all parts of the Manchester system, building on the existing Our Manchester experience. This will expand its remit so it is more reflective of partnership working and there is a stronger focus on winning hearts and minds; enabling staff to develop practical tools and techniques to apply the approach in their workplace.

The mandatory and statutory training programmes will be refreshed and updated to reflect the wider scope of skills that will be required for the future.

Through the workforce assurance dashboard we will ensure that close monitoring of absence management, agency spend and overtime are highlighted at a Senior Management level ensuring oversight and actions are taken by relevant managers in a timely manner, in accordance with policy and procedure. All managers will be expected to take a proactive approach to staff wellbeing through early intervention, use of the Employee Assistance Programme, timely referrals, promotion of access to training/awareness to better support wellbeing such as mindfulness etc.

## 5. Strategic Risk Assessment and Register

ID	Theme	Risk Description	Risk Owner	Existing Controls	L	I	Risk Score	Response Actions
1	Capacity and Demand	The volume of new homelessness referrals outstrips the available resources. Service and quality standards deteriorate.	Viv Feeney	Currently have no control over the numbers of people presenting with housing issues.  Appointment based based approach to manage workload.  Staff within the customer service team assist in triaging cases and signposting elsewhere  Advice contract focusing upon prevention of homelessness	5	4	20	Invest in prevention services further upstream to reduce demand through the front door.  Work with RPs to provide prevention advice  Ensure appropriate data available to monitor demand.  Invest in housing solutions staff to manage the demand.
2	Capacity and Demand	Insufficient affordable housing available as “move on” accommodation for homeless households. This results in prolonged homelessness and a lack of choice regarding location of accommodation.	NR	Increased PRS team  Work with RPs to increase direct lets  Agreement under the Homeless Strategy that RPs will give 25% of allocations rather than 18%	5	4	20	Buying of larger houses will move bigger families on  Increasing the size of the PRS team (Feb 2019)  PRS bid has been submitted to increase landlord incentives (Outcome in Spring 2019)  Social allocations policy is being reviewed (April 2010)  GM social letting agency being progressed (Dec 2019)  Work across GM to look at placing people in affordable accommodation (April 2020).

<b>3</b>	Capacity and Demand	Increased service demand, combined with increased number of complex cases results in an inability to identify and respond to safeguarding concerns.	Nicola Rea	Temporary accommodation hostels are linking in with named ASC social workers  CGL working in hostel accommodation  Early Help hub assessments are undertaken for all families and links are made with appropriate services  Floating support service has been increased and training undertaken	4	4	16	<p>Increased housing solutions staff will increase prevention work and reduce numbers going into temporary accommodation (March 2019).</p> <p>Increased PRS staff will improve the PRS offer at the front door and will deflect some people from entering temporary accommodation (Feb 2019)</p> <p>Increased PRS staff will work with people currently in temporary accommodation to help them move into the PRS and reduce case numbers for support staff (April 2019).</p> <p>Better links with ASC and mental health services will help support people with complex needs May 2019).</p> <p>Staff have been briefed on the three priorities: Safeguarding / Move On / Rental Income (ongoing).</p>
<b>4</b>	Capacity and Demand	Increasing levels of rough sleeping leads to individual rough sleepers being placed at an enhanced risk of harm, impacts on health (physical and mental), increased pressure on service providers to take placements.	Laura Stevenson	An outreach team works with people to provide them with support and accommodation options.  Outreach times have changed to provide longer outreach times  A bi-weekly task and target meeting is taking place to	4	4	16	<p>The team has been increased from 2 to 8 and a full team will be in place by March.</p> <p>Commence joint outreach with partners.</p> <p>Recruit x2 mental health workers to work with rough sleepers.</p>

				agree how the most at risk will be supported.				
<b>5</b>	National Strategy	Impacts emerging from changes in benefits and welfare reform creates unanticipated financial demand and further pressure on budgets.	NR	<p>Working with the welfare reform board to better understand future demand.</p> <p>Funding is provided to Citizens advice, shelter and CHAC to reduce debt for the population.</p>	4	4	16	<p>Work with PRI to understand the impact upon the homelessness service specifically (May 2019)</p> <p>Challenge the capping of the LHA rate at Governmental level (Aug 2019).</p>
<b>6</b>	Finance	The short term nature of external funding streams creates difficulties in assuring the long term provision of response strategies and work programmes	In-house - Louise Stonall  Commissioned - Jane Davies	<p><b>Winter Pressures</b> funding for Hospital Discharge for homeless individuals.</p> <p>Attempts to recruit to key roles have so far been unsuccessful as suitable candidates have not been sourced. Developed strengthened business case to illustrate risk of short term funding.</p> <p><b>New Burdens Funding Move-On Floating Support Team and increased capacity in PRS</b> - Issue of time limited 12 month funding and impact of removing a successful service through lack of ongoing funding.</p> <p>The in house service works closely with HR to ensure every step is taken to <b>speed recruitment processes</b>.</p>	3	4	12	<p><b>Winter Pressures</b> - Work with Health Service to investigate funding options to support to reduce their costs around delayed discharge.</p> <p>Extend time scale of limited funding offer if it reduces numbers of households in Dispersed TA. Expand across Floating Support Service.</p> <p>Implement changes to tenancy agreements in order to speed up move on from TA.</p> <p>Consider options to reconfigure services to focus on prevention.</p> <p>Encourage internal applications to key posts.</p>

				<p><b>A Bed Every Night</b> - Work with partners to ensure that ABEN schemes open quickly and are fully utilised over the winter. Ongoing monitoring of ABEN over winter.</p> <p>Weekly GMCA Steering Group meetings</p> <p><b>RSI funding</b> - funding confirmed until March 2019 and provisional award made for 2019/2020. Ongoing monitoring of the impact of RSI interventions with RSI partners and with MHCLG adviser.</p>					<p>Develop business case with funding and options for year round ABEN.</p> <p>Discussions with GMCA about continuation funding for ABEN beyond March 2019.</p> <p>Ensure that the conditions are met for securing the 2019/20 RSI funding.</p> <p>Review impact of RSI and develop business case for continued investment.</p> <p>Work closely with MHCLG re applications for additional / continuation funding.</p> <p>Improve intelligence re people who sleep rough including flow on and off the streets</p>
7	Staffing	Risk of increased work related stress claims from staff due to increased complexity and numbers / level of caseloads	Louise Stonall	<p>About You discussions and supportive management focus taken with all staff/ teams</p> <p>Prompt referrals for staff to Healthworks where necessary especially re stress at work.</p> <p>Self referral to Employee Assistance Programme.</p> <p>Regular supervision with all staff to discuss caseload concerns/ escalate for</p>	4	3	12		<p>Ensure all managers and staff access relevant awareness/ training</p> <p>Ensure Managers make timely referrals to Healthworks requesting advice, guidance and support for any staff reporting 'stress at work' issues</p> <p>Ensure Senior Managers regularly meet and engage meaningfully with individual teams and that an open forum for communication exists.</p>

				assistance to relevant sources of support  Mindfulness and wellbeing sessions promoted to all staff				Senior Managers monitor caseload numbers and demand within service areas  The above are all ongoing actions.
<b>8</b>	Reputation	Reputational risk to the Council in terms of the standard, and cost of temporary accommodation provision (including B&B and dispersed accommodation).	Tom Birtwistle	All new and recycled properties inspected. including copies of safety paperwork.  B&B's inspected by officers yearly.  Ad-hoc meetings with providers if issues highlighted.  Occupied dispersed properties inspected when informed of repair issues.  Inspecting officers undertake regular training.	4	3	12	Inspections of B&B at least twice yearly.  Yearly proactive inspections of occupied dispersed properties.  Undertake at least 6 monthly meetings with providers of dispersed properties.  Training of support workers in relation to repairs.  Improve move on rates to reduce time spent in temporary accommodation.  Return properties with poor standards or repair issues.  Ensure providers are meeting their contractual obligations as specified in dispersed contract.  Procurement of housing management function

9	Staffing	<p>Staffing establishment lacks the capacity and skills necessary to meet the needs of increasingly complex cases. Frontline staff are subjected to greater safety risk as a result of increased complexity particularly in regard to untreated mental health issues.</p>	LStonall	<p>Monitoring of demand, review of service provision and working closely with Team Managers enables Senior Managers to ensure resources are deployed effectively</p> <p>Service Training Plans - Staff attend mandatory training on regular cyclical basis (such as Safeguarding Training)</p> <p>Working with Mental Health, the service is developing targeted training and awareness sessions for our staff round Mental Health.</p> <p>Services work collaboratively with partners to ensure households and individuals are linked in to relevant and specialist support</p> <p>Working with Revs and Bens staff training is being undertaken with all staff in accommodation services.</p>	4	3	12	<p>Ensure business cases are developed to bid for funding or changes in service focus wherever necessary.</p> <p>Ensure service training plans are developed and reviewed.</p> <p>Develop partnership initiatives to bring in additionality and specialist skills to our service - such as increasing the use of volunteers at our sites.</p> <p>Working with external partners and charitable organisations to deliver specific initiatives to better support people and households</p>
10	Partnership Working	<p>Failure to procure Registered Providers to manage the Dispersed Temporary Accommodation contract results in increased costs for MCC and lack of investment in prevention services.</p>	GC	<p>New dispersed spec for soft market testing, now circulated to all 15 providers on the TC504 contract, as well as M/c based RPs.</p> <p>New PRS, FSS Move On Team and Housing Solutions model working to reduce numbers</p>	3	4	12	<p>Work is being progressed to move the dispersed temporary accommodation contract to an external provider. Procurement exercise to commence Jan 2019.</p> <p>Current interest in the contract by providers/RPs, however they will need to ensure rental income is</p>

				entering temporary accommodation should reduce dispersed budget pressure.				approved by Rev's & Ben's to make the contract financially viable.  Consider Greater Manchester Social Lettings Agency to possibly manage this contract and establish a GM wide contract.  Deadline Sept 2019.
<b>11</b>	Staffing	Long term sickness undermines service delivery and cost efficiency resulting in need to resort to increased use of agency staff.	Louise Stonall	Managers monitor absence and record accurately ensuring timely interventions to support staff in managing absence/ return to work.  Timely referrals to seek medical advice and guidance from HR and Healthworks.  Regular monthly Absence Management Clinics take place between Senior Managers and HR  Close management of Long Term Sickness cases and use of phased return to works/ adaptations to minimise agency usage and return staff to work in a more timely fashion	4	3	12	Ensure all managers conduct timely AMR and Healthwork referrals to effectively manage absence and support staff to speedier return to work  Managers are effectively supported in absence case management via the service SMT absence management clinics that take place on a monthly basis with HR  The above are all ongoing actions
<b>12</b>	Capacity and Demand	Numbers of households placed out of borough (OOB) in temporary accommodation results in a series of associated placement risks - eg inappropriate school placements; drain on local resources; remoteness from support teams; isolation and loss	Gareth Clarke	B&B families triage system introduced. Triage identifies high, medium and low needs cases and allocates high cases within MCC boundary only.  FSS Move on team to provide support to families where support workers are non car users, to provide a greater level	4	3	12	Floating Support move on team to work with households focussing on quick wins and ready to move households, as well as households who will never be rehoused. We anticipate a reduction in cases per support worker, which will allow for a greater quality of support work for all households.

		of contact with local support networks.		of support and quicker move on.  Working closely with LA's to pick up and deal with any issues experienced by households.  Where OOB families display increasing levels of need, Homelessness to move back within the MCC boundary, or if required, Willowbank.				Early warning system in place with Children's where a family's duty ends due to IH or refusal of a permanent property.  Pilot Children Services social worker based in Floating Support Service to deal with end of duty cases and families who require support.  As dispersed properties within MCC boundary become vacant, move households back into borough.  (All ongoing)
<b>13</b>	Finance	Severe financial pressures emerging in some areas of service provision (eg B&B spend) unbalances the overall budget and results in an inability to deliver the entirety of the service offer.	NR	Section 21 pilot should reduce placements in B&B  Monthly monitoring of the budget  Weekly monitoring of the placements  Governance process in place to ensure numbers accessing B&B are as low as possible.	4	3	12	Work is being progressed to move the dispersed temporary accommodation contract to a RP (Sept 2019)  New PRS and Housing Solutions model working to reduce numbers entering B&B and temporary accommodation (Feb 2019)
<b>14</b>	Commissioning	Failure to recommission domestic violence and young peoples' services within required timescales results in break in service provision or potential for legal challenge from alternative providers.	Anna Thorogood	Approval for an extension has been sought in principle.  Some commissioning activity has commenced, including review of services	3	4	12	Gain understanding from legal with regards to legal requirements for reprocurement and impact & challenges  Develop a commissioning plan with timetables for the work and get sign-off from senior stakeholders  Regularly review the commissioning plan to ensure timescales are being met

									Work with children services to ensure progression of a joint commissioning strategy
									Deadline: June 2019
15	Capacity and Demand	Additional funding is not found to provide adequate volumes of accommodation provision for homeless young people and care leavers within the city	Sean Bleasdale	Homelessness Prevention Service at Centrepoint works with young people to prevent homelessness and/or placement in emergency and supported accommodation.  Redesign of young person's pathway in progress with children's services.	4	3	12		Agreement in place for a placement planning panel for care leavers - to commence January 2019. Develop joint commissioning with children's services to redesign the young person's pathway.  Review the joint working protocol between childrens and families for 16/17 year old children  Undertake a cost benefit analysis to clearly make the case for investment in additional emergency and supported accommodation for young people
									Deadline: June 2019
16	Partnership Working	The strategy for management of ASB and strategy for people who sleep rough fail to align - this results either in poorly aligned service response or conflict between partners.	LS	Team is part of the Integrated Neighbourhood Management team.  Partners work together to address issues across the city.	3	3	9		Weekly multi-agency outreach with VCS taking information from the INM to target outreach in the city.  Ongoing discussions between partners to enable a shared understanding.
17	Reputation	Increases in numbers of homeless people on the streets results in negative impact on reputation of Council service provision.	LS	A comms strategy is in place for this area of work.	3	3	9		Providing more information and stories about the positive impact of the service.  Regular update and progress reports to partners including the BID Board.

<b>18</b>	Capacity and Demand	Failure to find appropriate adapted accommodation and sufficient larger properties.	TB	Discussions with providers to source appropriate properties.  PRS team to source appropriate sized/adapted properties to facilitate move on,  60 properties to be acquired by strategic housing.  50% of larger properties now being direct let	3	3	9	Capital project to provide adapted TA provision within existing inhouse accommodation.  Discussions with RP's with adapted stock.  Develop stronger communication links with accommodation providers to increase number of larger / adopted properties  Explore scalable options for buying properties
<b>19</b>	Capacity and Demand	Degrading condition and quality of housing stock results in a net reduction in the number of properties available, resulting in further use of B&B accommodation and increased cost.	TB	Dispersed properties and PRS inspected prior to allocation.	3	3	9	Standardise a "minimum standard" of acceptable conditions for providers and inspectors.  Proactive inspections of dispersed properties once a year minimum.  Reduce use of TA by moving people out of TA quicker into the PRS and through automated bidding  Progress transfer of dispersed TA to a RP
<b>20</b>	Capacity and Demand	Loss of access to private sector properties and emergency temporary accommodation (UTA) as appetite to engage changes.	TB	Discussions with private sector when issues arise.  Work with our partner agencies and landlords to understand the issues facing owners of UTA properties.  Work with Revs and Bens to understand if accommodation can become supported and therefore no longer under UC.	3	3	9	Comms strategy.  Further engagement with the private sector to provide intervention if possible  Working with revs and bens to understand different models of support and rental income

<b>22</b>	Partnerships	Standards of service provision commissioned from newly contracted providers and partners fail to meet the required service quality standards.	JD	New specifications have been developed which provide clear guidance on expected standards  Providers currently complete some monitoring information	2	4	8	Monitoring and evaluation plan to be developed, including: <ul style="list-style-type: none"><li>• governance</li><li>• visits</li><li>• expectations</li><li>• frequency of reporting</li></ul> Regular meetings with providers to be scheduled to discuss quality and raise any issues should they arise
<b>23</b>	Performance Management	Inability to generate the necessary information and intelligence to performance manage from within IT systems.	TB	Business analyst post created to oversee this process.  Operations Manager in post to oversee performance metrics.  Performance meetings monthly now in place across the service	2	4	8	Use of business objects to coordinate various systems across the service.  New performance metrics in development for full implementation in 2019/20.  Development and implementation of Liquid Logic.  Development of SPOA for accommodation and support planning  Purchase of “data warehouse” via GMCA for use with the Locata system.  Work with GMCA on updating M Think and rolling out across GM
<b>24</b>	National Strategy	The service does not have control over the development of wider strategy (either national or regional). Strategic priorities change within year and are not aligned to business plan objectives.	NR	Influencing governmental strategy through links with MHCLG; Core Cities; Health and GMCA	3	2	6	Closer working on a national level to influence national policy (ongoing)
<b>25</b>	Partnerships	Fully aligned strategy with other departments, partners and	NR	Work with childrens services regarding care leavers	2	2	4	Closer working with LCO and MHCC to be continued (April 2019)

		members does not emerge creating challenges in aligning workstreams across partnership agencies.		Work across the Manchester Partnership to align strategies and direction of travel  Closer working with LCO and MHCC started			Closer integration with the LCO Integrated Neighbourhood Teams (Oct 2019)  Agreed action plan with children's services to progress joint working (March 2019)
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