

	<b>Employment Committee</b> <b>13<sup>th</sup> June 2018</b>	<b>Agenda Item No. 8</b>
<b>Title</b>	Staffing Proposals for the Rough Sleepers Initiative 2018-2020	
<b>For further information about this report please contact</b>	Lisa Barker Head of Housing Services Email: <a href="mailto:lisa.barker@warwickdc.gov.uk">lisa.barker@warwickdc.gov.uk</a>  Ken Bruno Housing Strategy and Development Manager Email: <a href="mailto:ken.bruno@warwickdc.gov.uk">ken.bruno@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	MHCLG Rough Sleepers Initiative 2018-2020: 31 <sup>st</sup> May 2018 Executive minute <b>TBC</b>	
<b>Background Papers</b>	Executive report – 31 <sup>st</sup> May 2018	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	No
<b>Equality Impact Assessment Undertaken</b>	No
The initiatives are designed to support people who sleep rough, enabling them to receive targeted support and to access accommodation suitable for their needs. Rough sleepers have complex issues and are amongst the most marginalised and disadvantaged groups in our society.	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Deputy Chief Executive	23.05.2018	Bill Hunt
Head of Service	22.05.2018	Lisa Barker
CMT	25.05.2018	Chris Elliott
Section 151 Officer	24.05.2018	Mike Snow
Monitoring Officer	23.05.2018	Andrew Jones
Finance	23.05.2018	Andrew Rollins
Head of Human Resources	23.05.2018	Tracy Dolphin
Portfolio Holder(s)	29.05.2018	Councillor Peter Phillips
<b>Consultation &amp; Community Engagement</b>		

General discussion has taken place in respect of the proposals with MHCLG advisors; Local statutory partners including Warwickshire County Council, Warwickshire Police, Stratford District Council, and; Voluntary sector partners including Helping Hands, Salvation Army, Home Group, both night shelters, Coventry Cyrenians and P3.

**Final Decision?**

Yes

**Suggested next steps (if not final decision please set out below)**

## **1. Summary**

- 1.1 On 31<sup>st</sup> May 2018 Executive considered a report which advised them of the government's new Rough Sleepers Initiative 2018-2020. Executive agreed for five initiatives to be included within a funding bid to the Ministry of Housing, Communities and Local Government (MHCLG). These were:
- A fixed term Rough Sleepers Co-Ordinator post to run to 31/3/20
  - A fixed term Housing First Support Officer post to run to 31/3/20
  - Two fixed term Outreach Worker posts (one for Warwick district and one for Stratford district) to run to 31/3/20. These posts will be commissioned by Warwickshire County Council
  - The costs of operating a shared supported housing
  - A contribution towards the costs of operating a direct access hostel in Leamington

As it is understood that the government will announce in June, only the successful bids for the year 18/19, the Executive has underwritten the 2019/20 costs of each component supported by government in 2018/19. This is to enable the initiatives to be viable and to assist in making the posts more attractive to applicants during the recruitment process.

- 1.2 Executive approved, subject to a successful outcome to the bid, 17 fixed-term posts starting in August and September 2018 through to March 31 2020.

## **2. Recommendations**

That Employment Committee:

- 2.1 Approves the creation in the Housing Strategy Team, for a fixed term from 1<sup>st</sup> August 2018 to 31<sup>st</sup> March 2020, of:
- Rough Sleepers' Co-ordinator x 1.0 FTE (full-time equivalent)
- 2.2 Approves the creation in the Sustaining Tenancies Team, for a fixed term from 1<sup>st</sup> September 2018 to 31<sup>st</sup> March 2020, of:
- Homeless Services Manager x 1.0 FTE
  - Assistant Homeless Services Manager x 2.0 FTE
  - Homeless Support Workers x 12.0 FTE
  - Housing First Support Officer x 1.0 FTE

## **3. Reasons for the Recommendations**

- 3.1 On March 30<sup>th</sup> 2018, government announced a new £30m fund to tackle rough sleeping across the 80 councils with the most significant numbers of people sleeping rough. Rough sleeping nationally has increased by 160% since 2010 although locally a 75% rise has been experienced. With a rough sleeping figure of 21 last autumn (the government's annual official figures), Warwick District Council were contacted by MHCLG on 11<sup>th</sup> April 2018 and invited to participate.
- 3.2 Whilst there are many clear gaps in the provision of services to rough sleepers across healthcare, housing related support and accommodation provision, advisors from CLG together with statutory and voluntary sector partners confirmed five elements which together are considered to be key to tackle rough sleeping in Warwick District. The five key areas are:

a) Rough sleepers co-ordinator: A senior manager to co-ordinate the work of statutory and voluntary sector partners across the district in taking forward work and plans to tackle rough sleeping.

b) Housing First officer: An intensive support worker to assist rough sleepers with complex needs to maintain accommodation whilst accessing and receiving treatment to combat addiction problems.

c) Additional outreach worker: An additional worker to provide dedicated time across Warwick District, making contact with people sleeping rough and forming bespoke person plans with a view to enabling the transition to accommodation, treatment and engagement with services.

d) Shared Supported Housing: The council will provide five 3 bedrooled properties to a voluntary sector partner for the provision of medium term shared housing with support for people transitioning from the streets to residential settings.

e) Direct access hostel: Provision of accommodation for up to 22 rough sleepers, where residents can stay all day and with the provision of some health and pastoral care on an in-reach basis. Open 24 hours a day, the project demands that a minimum of two members of staff are on duty at any one time over the entire 24 hour period. It is proposed to use William Walsgrove House on Lillington Road for the hostel, with current residents and Home Group staff (who rent office space at the address) moving to the newly acquired Beauchamp House in Warwick. Beauchamp House was deemed to be too far from Leamington for rough sleepers to use.

3.2 This new approach and the opportunity to develop new services to tackle rough sleeping is welcome. It provides the council, with its partners, the opportunity to assist rough sleepers to transition from the streets into accommodation and support. The development of new services and co-ordination activities require additional staff to operate the new services that are to be delivered by the council.

3.3 The Rough Sleepers' Co-ordinator will report directly to the Housing Strategy and Development Manager whilst the Hostel Services Manager will report directly to the Housing Advice and Allocations Manager. A proposed structure for the hostel staff is at Appendix 1.

#### **4. Policy Framework**

##### **4.1 Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several key projects. The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all. Housing needs for all met. Impressive cultural and sports activities. Cohesive and active communities.	<u>Intended outcomes:</u> Area has well looked after public spaces. All communities have access to decent open space. Improved air quality. Low levels of crime and ASB.	<u>Intended outcomes:</u> Dynamic and diverse local economy. Vibrant town centres. Improved performance/productivity of local economy. Increased employment and income levels.
<b>Impacts of Proposal</b>		
Supporting the delivery of new initiatives to improve the health of rough sleepers through the provision of housing with support and associated services	If rough sleeping is reduced, public perceptions of public spaces can be improved and crime and ASB reduced.	The support services will assist rough sleepers to become ready for training or work
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained. All staff have the appropriate tools. All staff are engaged, empowered and supported. The right people are in the right job with the right skills and right behaviours.	<u>Intended outcomes:</u> Focusing on our customers' needs. Continuously improve our processes. Increase the digital provision of services.	<u>Intended outcomes:</u> Better return/use of our assets. Full Cost accounting. Continued cost management. Maximise income earning opportunities. Seek best value for money.
<b>Impacts of Proposal</b>		
The project could give rise to significant opportunities for Council staff to develop skills around partnership working with the private sector, community bodies and other public-sector bodies.	Opportunities to improve the delivery of services to rough sleepers and to develop a robust strategy to tackle rough sleeping across the district	The initiatives are designed with clear exit strategies and taking into account the current review of housing related support being undertaken by WCC

## 4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. The Council adopted the current Housing and Homelessness Strategy in April 2017. This includes:

- An objective of providing suitable accommodation, information and advice for the homeless in an effort to prevent and reduce homelessness
- The need to: review and improve our system for tackling rough sleeping; to explore and pursue opportunities for government funding for initiatives on homelessness; and improve provision of adequate accommodation for the homeless. The proposed initiatives will directly contribute towards these objectives.

## 4.3 Changes to Existing Policies

This report does not change existing policies but sets out how existing actions within the Housing & Homelessness Strategy are to be built upon and taken forward.

## 4.4 Impact Assessments

An impact assessment has not been completed because the new regimes provide for a greater level of service and support for the homeless and potentially homeless and should therefore have positive impacts upon recipients of the service.

## 5. Budgetary Framework

5.1 The Executive approved funding for the posts at its meeting on 31<sup>st</sup> May 2018. The costs of the posts will be met from central government funding provided to local authorities who bid under its Rough Sleepers Initiative 2018-20, from Warwick District Council rental income to a value of £100,000 and from match funding from Warwickshire County Council.

5.2

Post	Grade	Top of grade scale	Full on costs at 28%	No Posts FTE	Full year Total Costs 2018 prices
Rough Sleepers Coordinator	D	£35,229	£9,864	1	£45,093
Homeless Services Manager	E2	£31,401	£8,792	1	£40,193
Asst. Homeless Services Manager	E1	£28,221	£7,902	2	£72,246
Homeless Support Worker	F	£23,866	£6,682 Plus 2% shift allnce=£31,159	12	£373,908
Housing First Officer	F	£23,866	£6,682	1	£30,548
					£561,988

5.3 The gradings are subject to Hay evaluation which is due to take place on 12th June 2018. Any changes to the grades identified above will be reported verbally.

## **6. Risks**

- 6.1 The risks associated with this report relate to specific individual risks associated with each separate component scheme, with recruiting sufficient staff and with delivering the proposals effectively to execute a reduction in the numbers of people sleeping rough on our streets.
- 6.2 Taking each in turn, the risks relating to the operation of specific schemes have been considered and include risks associated with lone working and working with individuals who are actively drug users and/or have a history of violence or pose a risk to themselves. Officers are ensuring that appropriate risk assessments are in place alongside sufficient mechanisms to mitigate those risks.
- 6.3 The outcome of the bid to MHCLG will not be known until the end of June and it is not yet clear what timescales are required for WCC to determine our request for match funding of the direct access hostel. There is a possibility that MHCLG will not fund the proposals in their entirety and thereby put at risk the plans for achieving a reduction in street homelessness. Furthermore, MHCLG have stated that they are likely to only disclose the outcome of the bidding for 2018/19 funding. This presents risks to the recruitment of staff who are unlikely to apply for a post lasting 6 months as they are for a post with a minimum of 18 months. Executive have agreed to underwrite the components receiving MHCLG funding in 2018/19 for the following year (2019/20) to enable the initiatives to be viable.
- 6.4 There is a risk that the council will not have the capacity to deliver the proposals and to sufficiently co-ordinate and plan work which moves rough sleepers into accommodation. In order to mitigate this risk, it is proposed to fund a rough sleeping co-ordinator to be employed by the council to take forward this work.

## **7. Alternative Option(s) considered**

- 7.1 The Council could have decided not to bid for funding from the government's Rough Sleepers Initiative however this would do nothing to reduce the numbers of rough sleepers on the streets of our towns.
- 7.2 Careful consideration has been made of the need for a direct access hostel as this is the most expensive of the proposals. It was found that without the hostel, outreach workers would have no accommodation to offer to rough sleepers who are not ready to live independently when they transition from street living.
- 7.3 There are reputational risks for the council in not proceeding with the proposals given the levels of public sympathy towards rough sleepers that has grown considerably in recent months. Furthermore, the council's reputation with government departments and particularly MHCLG would be tarnished and could lead to any future bids being dealt with unfavourably.

**Appendix One – Hostel Services establishment structure**

