



Item No. 9

Meeting Date Wednesday 18th September 2019

Glasgow City Integration Joint Board

Report By: Sharon Wearing, Chief Officer, Finance and Resources

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RAPID REHOUSING TRANSITION PLAN UPDATE

Purpose of Report:	To update the Integration Joint Board on the development of the Rapid Rehousing Transition Plan following the initial financial allocation from the Scottish Government.
Background/Engagement:	In 2017 the Scottish Government set a national objective to end homelessness within 5 years as part of the Programme for Government. The commitment to end homelessness followed the extensive work delivered via the Strategic Homelessness and Rough Sleeping Action Group and the need for each local authority to deliver a Rapid Rehousing Transition Plan.
Recommendations:	The Integration Joint Board is asked to: a) approve the financial year 1 allocation to the Rapid Rehousing Transition Plan; b) note that whilst the plan sets out the 5 year vision it is envisaged that the plan will be fluid in nature and will be influenced by future financial allocation; and c) note further detailed proposals will be submitted to the Finance, Audit and Scrutiny Committee in relation to £668,000 as detailed at paragraph 3.2.

Relevance to Integration Joint Board Strategic Plan:

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The delivery of an effective response to the prevention of and management of homelessness is one of the key elements of the 2019-2022 IJB Strategic Plan and will continue to remain a key priority.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	This plan relates to the National Health & Wellbeing Outcomes.
Personnel:	All proposed posts will be fixed term for 2 years subject to review thereafter. Initial financial allocation will be reviewed nationally after year 1 of 5 year Rapid Rehousing Transition Plan.
Carers:	No implications.
Provider Organisations:	Discussions underway with key Statutory and Third Sector partners to develop plans as aligned to recommendations focussing on year 1 priorities.
Equalities:	Plan intends to develop prevention strategies as well as address multiple disadvantage & complex needs.
Fairer Scotland Compliance:	No implications.
Financial:	<p>The year one programme will be funded by £1.322m from Scottish Government and £0.283m from earmarked reserves.</p> <p>Full spend in 2019/20 is unlikely to be deliverable. Any unspent funds will be required to be earmarked to meet contractual commitments in future years.</p>
Legal:	No implications.
Economic Impact:	Through prevention and improved response to managing homelessness services it is expected that there will be a reduction in the financial and social impact of rough sleeping and the wider homelessness agenda.
Sustainability:	To be determined as financial allocation will focus on year 1 of 5 year Rapid Rehousing Transition. Further national discussions to follow regarding local authority allocations beyond year 1.

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Sustainable Procurement and Article 19:	No implications.
Risk Implications:	Risk Register being developed as part of plan and will be aligned to a developing performance and outcomes framework.

Implications for Glasgow City Council:	Will align to Glasgow City Council Begging Strategy. The Rapid Rehousing Transition Plan will further develop a multi partnership response to addressing rough sleeping, homelessness with an emphasis to tackling multiple & complex needs.
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Implications for NHS Greater Glasgow & Clyde:	Further development of in reach treatment pathways and continue promotion of early intervention health improvement pathways.
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Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Glasgow City Council	✓
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	

1. Purpose

1.1 The purpose of the report is to update the Integration Joint Board on the proposals for year one of the Rapid Rehousing Transition Plan 2019/20 - 2023/24.

2. Background

2.1 In 2017 the Scottish Government set out a national objective to end homelessness in five years as part of the Programme for Government. The Homelessness and Rough Sleeping Action Group (HARSAG) Report “Ending Homelessness in Scotland” offered 70 recommendations which have formed the basis of a whole system approach where prevention is fundamental and where homelessness does occur, a rapid response is a priority. For those deemed to present with multiple & complex needs a comprehensive, multi partnership approach will be offered to address such complexities.

2.2 Every Local Authority was required to submit a five year Rapid Rehousing Transition Plan setting out how the plan will deliver a housing-led approach that will endeavour to eradicate homelessness. The Glasgow Rapid Rehousing Transition Plan has focussed on prevention, securing settled housing for all homeless households as quickly as possible and a comprehensive response for those deemed to have multiple & complex needs with tenancy sustainment support being at the core.

2.3 The Glasgow plan is built around Scotland’s vision for rapid rehousing which will focus on, wherever possible, people having a settled, mainstream housing option for every household as quickly possible. The vision is to reduce the time spent in temporary

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accommodation to a minimum. Where temporary accommodation is required the optimum type will be mainstream, furnished and located in a community.

- 2.4 For those individuals presenting with multiple and complex needs the Housing First approach will be the first response. Glasgow has now introduced a Housing First Strategic Working Group designed to oversee governance and support the implementation of a multi-partnership approach with Consortium for Housing First. For those where a Housing First approach is not viable then alternative options will focus on developing small scale supported group living arrangements.
- 2.5 Listening to the views of people who have been affected by homelessness and those who use services is critical to how the Glasgow City Health and Social Care Partnership and partners can reform and improve responses with a strong focus on transforming services. Through a co-production approach there is a clear and strong commitment to a continued dialogue with all relevant stakeholders. This dialogue will focus on ensuring that the transformation priorities within the Rapid Rehousing Transition Plan are adhered to whilst also allowing for a fluid response to addressing homelessness over the next five years. Engagement and feedback from people with lived experience will be a fundamental factor throughout.
- 2.6 Following submission to the Scottish Government in December 2018, the Glasgow Rapid Rehousing Transition Plan was acknowledged for its principles, detail and ambition. Although it is recognised that the revised financial allocation is lower than originally anticipated it still provides considerable investment opportunity, ensuring key priorities are being supported.

3. Finance

3.1 The proposals for Year 1:

Post	No	Cost £	Notes
Housing Association Liaison Manager	1	64,000	Key tasks of post-holder will be to support the strategic development of the Local Letting Communities. The aim of which is to build influence, strong planning and operational partnerships with Registered Social Landlords in order to meet the targeting of section 5 referrals. This post will be hosted within the West of Scotland Housing Forum and is designed to bridge the interface between community homelessness services and Registered Social Landlords.
Principal Officer Housing Access Investment and Acquisitions	1	64,000	The post holder will be hosted within Development & Regeneration Services providing additional planning and development capacity to deliver the core objectives of the Rapid Rehousing Transition Plan. The post-holder will ensure strategic partnerships

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			between Development & Regeneration Services, Registered Social Landlords and the Glasgow Health & Social Care Partnership in order to ensure linkage between new social housing capital investment and temporary and settled accommodation supply including within the private rented sector.
Housing Options Network Coordinator	0.2	13,000	This post will be hosted within the Wheatley Group to ensure prevention, based upon the Housing Options approach, is promoted and developed between community homelessness services and other key stakeholders.
Housing Options Coordinators	3	158,000	As prevention is a fundamental priority of the Rapid Rehousing transition Plan the 3 posts will be managed via Glasgow City Health & Social Care Partnership with one located within each of the three Community Homelessness Teams. This post will be responsible for the day to day delivery of our Housing Options/Homelessness Prevention activity. These posts will connect to the Housing liaison manager and the Housing Options network Coordinator to drive and monitor the prevention agenda across the teams.
Prison Team	6	272,000	In response to the Sustainable Housing On Release for Everyone standards and the focus on engaging with those coming into and released from custody, access to secure accommodation is a key element in supporting people avoid recidivism and helping access additional support services. These posts will be hosted within the Glasgow Health & Social Care Partnership Prison Based Homelessness Team. Given the present prison population pressures experienced by the Scottish Prison Service increased resource is necessary in order to ensure that people leaving prison receive the best possible support to access or maintain accommodation and support on release.
Universal Credit Team	2	74,000	Universal Credit is placing significant pressure on vulnerable households at risk of and affected by Homelessness. The Team will continue to mitigate the impact of the Universal Credit on people affected by homelessness.

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Mediation Workers	2	80,000	Maintaining and managing accommodation is crucial. Given the commitment to housing sustainment support and the projected increase in throughput, mediation is seen as vital in preventing homelessness. The 2 posts will be hosted within the Third Sector following a tender process.
Strategy & Performance Reviewing Officer	1	65,000	Glasgow City Health & Social Care Partnership will host the Reviewing Officer post to enhance a performance led management culture within the Homelessness Service. The post-holder will be responsible for developing a revised performance management framework and identify future strategic project focused work.
Management Team to promote leadership on the Rapid Rehousing Transition Plan.	2	147,000	Glasgow City Health & Social Care Partnership will host the addition of one Service Manager and one Team Leader to deliver on the Rapid Rehousing Transition Plan strategic and operational commitments, in line with other key stakeholders.
Sub Total	18.2	937,000	

- 3.2 The balance of £668,000 will be spent in the development of prevention/early intervention, anti-poverty agenda, digital innovation, monitoring, support and reporting, support for co-production and expansion of Housing First.

Whilst the areas on continual activity remain critical moving forward we wish to consult on how best to secure the correct resource aligned with the strategic objectives of the Rapid Rehousing Transition Plan. Detailed proposals will be submitted to the IJB Finance, Audit and Scrutiny Committee in due course.

- 3.3 The proposals total £1.605m, however it is recognised that we will not have full spend in 2019/20 as we are already at September. It is proposed that one-off expenditure on IT resource upgrade as detailed below is also approved for 2019/20.

Post	No	Cost £	Notes
IT resource for system upgrades (one-off investment)	1	74,000	A core element of the Rapid Rehousing Transition Plan is the necessity to generate an increase in section 5 referrals in order to secure an increase in the supply of settled housing. To support this investment is required to upgrade and enhance information and recording systems. This will assist and improve performance reporting.

4. Recommendations

4.1 The integration Joint Board is asked to:

- a) approve the financial year 1 allocation to the Rapid Rehousing Transition Plan;
- b) note that whilst the plan sets of the 5 year vision it is envisaged that the plan will be fluid in nature and will be influenced by future financial allocation; and
- c) note further detailed proposals will be submitted to the Finance, Audit and Scrutiny Committee in relation to £668,000 as detailed at paragraph 3.2.

DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	180919-9
2	Report Title	Rapid Rehousing Transition Plan Update
3	Date direction issued by Integration Joint Board	18 September 2019
4	Date from which direction takes effect	18 September 2019
5	Direction to:	Glasgow City Council only
6	Does this direction supersede, revise or revoke a previous direction – if yes, include the reference number(s)	No
7	Functions covered by direction	Housing and Homelessness Services, Prison Based Homelessness services, Housing Options, Housing First
8	Full text of direction	Glasgow City Council is directed to allocate £0.937m of the year one funding allocation and progress the proposals of Glasgow City Health and Social Care Partnership's Rapid Rehousing Transition Plan, as outlined in Section 3.1 of this report, and allocate a one-off investment of £74k for IT system upgrades as outlined in section 3.3.
9	Budget allocated by Integration Joint Board to carry out direction	The budget for this Direction consists of £0.937m in relation to the year 1 funding allocation available and a one-off investment of £74k for IT system upgrades.
10	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
11	Date direction will be reviewed	18 September 2020