



Item No: 10

Meeting Date: Wednesday 5th May 2021

Glasgow City Integration Joint Board

Report By: Pat Togher, Assistant Chief Officer, Public Protection and Complex Needs

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Rapid Rehousing Transition Plan Update

Purpose of Report:	The purpose of the report is to update the Integration Joint Board on progress with the implementation of Glasgow City HSCP Homelessness Services Rapid Rehousing Transition Plan (RRTP). The report highlights the response of the HSCP's Homelessness Services and partners response to the public health emergency.
Background/Engagement:	The Council has the statutory duty for the prevention and alleviation of homelessness in Glasgow. In line with government guidance a rapid response from the Homelessness Service has been required during the public health emergency to provide emergency accommodation to people seeking assistance under homelessness legislation. The HSCP and partners have developed a robust response to mitigate the impact of the public health emergency on households affected by homelessness.
Recommendations:	The Integration Joint Board is asked to: a) Note and consider the impact of the public health emergency on the delivery of Homelessness Services within the City; b) Note and consider the realignment of RRTP activity to reflect the impact of the public health emergency; c) Note the outcome of the SHR's inspection into access to temporary accommodation and agree the HSCP's

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	implementation plan which reflects the 4 recommendations made by the regulator (Appendix 1); d) Note the temporary nature of the funding linked to RRTP and Housing First and note that discussions will continue with the Scottish Government in relation to funding; and e) Request the Chief Officer provide an update report to the IJB on the continued delivery of RRTP objectives in light of the publication of the Scottish Government's Review of Prevention Activity
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Relevance to Integration Joint Board Strategic Plan:

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:	There are no personnel implications flowing from this report.
Carers:	No implications.
Provider Organisations:	Provider organisations continue to play an integral part in the HSCP's response to the public health emergency. Discussions are ongoing on the alignment of prevention services as the HSCP seeks to develop an enhanced approach to Housing Options.
Equalities:	The delivery of homelessness services supports the addressing of multiple disadvantage & complex needs.
Fairer Scotland Compliance:	No implications.
Financial:	The funding for this programme is as outlines in section 4. Note the temporary nature of the funding linked to RRTP and Housing First and note that discussions will continue with the Scottish Government in relation to funding. RRTP Spend will be subject to further reporting to the IJB Finance, Audit and Scrutiny Committee.
Legal:	No implications.

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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:	No implications.
Sustainable Procurement and Article 19:	No implications.
Risk Implications:	Whilst the extent of the economic impact of the pandemic remains unclear it is likely that any downturn in the City's economy will result in an increase in the numbers of households seeking assistance under homelessness legislation.
Implications for Glasgow City Council:	The initial period of the public health emergency had significant implications in relation to the capacity of Homelessness Services to resettle people into settled lets, which saw the repurposing of a number of City Centre hotels. The return to mainstream letting activity by the City's Housing Associations in the last three quarters of 2021/22 has seen significant numbers of lets to homeless households which has facilitated a large reduction in the use of hotel type accommodation.
Implications for NHS Greater Glasgow & Clyde:	Further development of in reach treatment pathways and continued promotion of early intervention health improvement pathways. A strong emphasis will be to develop outreach engagement with those with the most complex needs as the review of Homeless Health Services progresses.

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 progress with the implementation of Glasgow City HSCP Homelessness Services Rapid Rehousing Transition Plan (RRTP).

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2. Background

- 2.1. In 2017 the Scottish Government set out a national objective to end homelessness in 5 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 has 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.

The HARSAG was temporarily reconvened to consider the implications of the public health emergency on the actions being taken forward to address homelessness in Scotland. The report is available here:

<https://www.gov.scot/publications/ending-homelessness-together-updated-action-plan-october-2020/>

- 2.2. The Glasgow RRTP was approved by Glasgow City Integration Joint Board (IJB) in [September 2019](#) and continues to focus 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. A report was presented to the IJB in [August 2020](#) to update on the impact of the public health emergency and seek permission to realign RRTP spend to reflect changed priorities.
- 2.3. The Glasgow plan continues to be built around Scotland’s vision for rapid rehousing which will focus on, wherever possible, homeless people having a settled, mainstream housing option as quickly possible.
- 2.4. For those who are defined as presenting with multiple & complex needs the Housing First approach will be the first response for people demonstrating such disadvantage. 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. The commencement of the Social Distancing Measures in March 2020 and the understandable resultant cessation of mainstream letting activity placed significant pressures on Glasgow Homelessness Service in relation to the supply of emergency and settled accommodation. Glasgow HSCP Homelessness Services and its partners rapidly responded to mitigate the impact of the public health emergency on our vulnerable communities with considerable effectiveness.
- 2.6. During the period 23rd March 2020 to 28th March 2021 Glasgow City HSCP Homelessness Services received 9262 requests for advice and assistance under homelessness legislation. Of these requests 6455 progressed to a homelessness application. Glasgow City HSCP Homelessness Services also made 13176 offers for emergency accommodation during this period.

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- 2.7. As a result of the impact of the social distancing measures and continued demand for emergency accommodation Glasgow Homelessness Services increased its supply of emergency accommodation through the spot purchasing and repurposing of a number of commercial hotels.
- 2.8. Given the Public Health response, Glasgow has maintained a duty to respond to emergency accommodation needs where we have ensured that all presentations, including rough sleepers and those rough sleepers with no recourse to public funds (NRPF) are offered emergency accommodation.
- 2.9. During the initial social distancing measures from March to August 2020 the City's Housing Associations provided an additional 429 void properties that allowed the HSCP to increase the number of homeless temporary furnished flats.
- 2.10. Without this additional supply of temporary furnished flats we would have seen a significantly higher use of repurposed hotels being used to provide emergency accommodation.
- 2.11. Although the original RRTP principles remain, the impact of the COVID-19 pandemic has had a significant influence on Glasgow's ability to deliver on previous objectives. The current emphasis is now firmly on Recovery Planning and the management of enhanced frontline operational delivery capacity.
- 2.12. A significant number of those residing in hotels have considerable complex needs with most now engaged with treatment and care services. Since the COVID-19 pandemic lockdown, Homelessness Services continue to respond to a weekly average request for emergency accommodation of 245 compared to pre-COVID figures of 150.
- 2.13. Homelessness Addiction Services within Hunter Street has commenced 214 individuals into treatment and care, many of whom are younger and not previously known to services. The vast majority residing in hotels are in receipt of treatment and care support for addiction and mental health issues.
- 2.14. In order to mitigate the impact of the social distancing measures upon the homeless population within bed and breakfast type hotels Glasgow Homelessness Services and partners have ensured that a range of services have been put in place to support the residents within the hotel. These services include the provision of hot meals, physical and mental health in-reach to the repurposed hotels and the commissioning of Wheatley Care to provide support to the residents. The Homelessness Health Service has also provided training and support to staff on a number of aspects mental and physical well-being support.
- 2.15. Recovery Planning, although reflecting the original RRTP objectives, is primarily now focused on the need to move on those residing in hotels and Bed & Breakfast to more suitable and settled destinations. The revised priorities identified through shared Recovery Plans are now also being routed through the RRTP Delivery Group.

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- 2.16. As a consequence of the actions taking by Glasgow Homelessness Services and its partners, our commissioned Street Outreach Service provided by the Simon Community advises that there has been a sustained reduction in the level of rough sleeping within the City Centre. Since the commencement of the public health emergency Glasgow has reported a significant reduction in rough sleeping as a direct result of proactive outreach arrangements. The Street Team currently report under five people sleeping rough within the City at any given time and we remain actively involved with these individuals.
- 2.17. Since the recommencement of mainstream letting activity in August/September 2020, Homelessness Services has seen significant support from the City's Housing Associations to reduce the number of households in emergency accommodation.
- 2.18. Table 1 provides an overview of the number of lets made to homeless households during 2020/21. The limited number of settled lets secured in quarter 1 reflects the, understandable, near cessation of mainstream letting activity due to the social distancing measures. However, the remaining period of the financial year saw a significant increase in letting activity as RSLs were able to return to letting.

Table 1 Lets to Homeless Households 2020/21					
Quarters	Q1	Q2	Q3	Q4	Total
Lets	56	749	1347	1036	3181

- 2.19. The support from the City's RSLs has led to a provisional settled let out turn figure for 2020/21 of 3181. This total represents an increase of 769 lets on the previous full year total of 2412.

Table 2 provides an overview of the total number of settled lets secured by the HSCP for homeless households over the previous 4 years.

Table 2 Lets to Homeless Households per year				
Years	2017/18	2018/19	2019/20	2020/21
Lets	1974	2322	2412	3181

- 2.20. The increase in letting activity from quarter two has allowed Glasgow to reduce its reliance of repurposed commercial hotels within the City Centre and overall level of bed and breakfast units whilst continuing to meet our duties in relation to the provision of emergency accommodation. This despite a year on year increase in homeless presentations.
- 2.21. Table 3 provides an overview of the use of bed and breakfast accommodation over the public health emergency to date. Prior to the public health emergency the HSCP would routinely use 260 bed and breakfast places per evening to provide emergency accommodation. This figure increased through spot purchasing and the repurposing of City Centre Hotels to a high point of 617 in the Autumn of last year. As settled letting activity allows the HSCP will continue to work towards its target of ending the use of bed and breakfast type accommodation.

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Table 3 Use of Bed and Breakfast Throughout COVID-19			
Date	31 st Mar 20	30 th Sept 20	31 st Mar 21
B&B Places	260	617	386

- 2.22. During the period of the public health emergency Homelessness Services saw its active case load rise to 5037 households at the beginning of October 2020. The significant increase in the number of settled lets made to homeless households since letting restarted in August 2020 has seen the service's active case load reduce to 4044 households as at 31st March 2021.
- 2.23. In order to speed up the resettlement process, to reduce the length of stay within temporary accommodation and further reduce the use of bed and breakfast type accommodation, Homelessness Services will need to continue to work closely with the City's RSLs to secure an increased number of settled lets for homeless households.
- 2.24. Discussions are ongoing with the City's RSLs through the Local Letting Community structures to agree an increased settled letting target for homeless households for 2021/22. The HSCP has set out a case to RSLs to secure approximately 60% (circa 4500 lets of available social housing). Correspondence from the Assistant Chief Officer, Public Protection and Complex Needs and the Head of Housing Strategy has been sent to RSL partners requesting an increase in settled lets for homeless households for 2021/22 for their consideration.
- 2.25. The Scottish Housing Regulator (SHR) Inspection Report on Glasgow HSCP's Homelessness Services performance in relation to access to emergency accommodation was published in [November 2020](#). The report highlighted the progress made in relation to access to emergency accommodation whilst also highlighting ongoing challenges in relation to the provision of emergency and settled accommodation.
- 2.26. An improvement plan, reflecting the 4 recommendations and wider observations of the SHR inspection, has now been agreed between the HSCP's Homelessness Service and the SHR. We are currently working with people with lived experience of homelessness services to co-produce an accessible plan that will set out the recommendations of the SHR and the HSCP's response. This will be subject to further reporting to the Integration Joint Board once approved by SHR.
- 2.27. During the public health emergency Glasgow Homelessness Services and colleagues within the Housing First consortium have worked to continue to ensure that our most vulnerable service users have been supported to secure settled housing. During the pandemic period Housing First staff have been working with people resident within the repurposed hotels to support them into secure tenancies.

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- 2.28. Table 4 provides an overview of the number of homeless households that the HSCP has supported into settled lets over the previous three years. 77 households have been supported to move into settled lets with Housing First support during the last three quarters 2020/21. In total 195 households have been supported into settled lets with tenancy sustainment exceeding 85%. The RRTP sets a target of 600 Housing First tenancies to be created over the five year plan. In light of Covid-19 the HSCP, in line with other authorities, are currently reviewing their RRTP and associated targets. A revised RRTP will be completed by June 2021.

Table 4 Housing First Tenancies				
Date	2018/19	2019/20	2020/21	Total
Housing First Tenancies	31	87	77	195

- 2.29. At the start of the public health emergency the Homeless Health Service based at Hunter Street adapted its delivery from a clinic-based model to an assertive outreach approach to reflect the needs of the homeless population within the City Centre. Outreach services were established across homeless accommodations including within repurposed City Centre to hotels to ensure that service users had access to physical and mental health service during the public health emergency. This approach saw an improved response to the multiple and complex needs of a vulnerable and high-risk population. Care Management was tailored to the individual and engagement increased.
- 2.30. A Women's service had been established prior to the Pandemic but this was also further developed by moving the clinical base from Hunter Street to Robertson Street in partnership with the Route's Out project. This ensured a safe and separate space to provide holistic physical and mental health care and treatment.
- 2.31. A Young Person's Outreach Service was also commenced with the aim of engaging with 16 – 26 year olds; particularly those who had been temporarily accommodated in the City Centre Hotels. This service continues to develop and achieve positive outcomes ensuring rapid access to accommodation with support arrangement ensuring tenancy sustainment wherever necessary.
- 2.32. To support all of these developments it was recognised that additional resource was required in relation to staffing. Prior to this Hunter Street Homelessness Health Services were predominately covered by Nursing staff with only a small number of Social Care staff in comparison. The change in Service delivery highlighted the need for a better skill mix and the benefit that co-working caseloads can bring in relation to Health and Social Care. To this end, funding was secured via the Drug Death Task Force monies and four additional Social Care Workers have been recruited.
- 2.33. The Homeless Health Service has undergone strategic review with a focus on developing a Complex Needs Service which reflects the need to focus on Homelessness and its accompanying issues which can compound the stability of care planning arrangements and tenancy support. As part of this

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review process recruitment has already commenced to support this model with further additional staffing resource including Social Care Team Leader, Advanced Nurse Practitioners and Psychology.

- 2.34. As at April 1st 2021 the Wheatley Group acquired the Bellgrove Hotel. Staff from Wheatley Care are now providing care and support to the residents of the hotel. The acquisition was funded by Glasgow City Council partly with funding from Transfer of the Management of Development Funding (TMDF), which the Council manages on behalf of the Scottish Government.
- 2.35. A joint plan has been developed with the Wheatley Group and the HSCP to decommission the hotel and ensure that every resident secures accommodation and support appropriate to their needs. The HSCP has identified staffing leads and governance arrangements for the delivery of programme. Whilst the process of engagement by HSCP staff undertaking assessments is at an early stage, initial indications are that of the 53 current residents 17 of the men will be considered for a Housing First pathway and 9 will require a full personalisation assessment. Pathways for the remaining residents will be identified by the 30th of April. Progress with the decommissioning process will be the subject of further reporting to the IJB.
- 2.36. Unsuitable Accommodation Order (Scotland) 2014 prohibits the use of bed and breakfast type accommodation for the use of families with children and pregnant women for longer than 7 days. The Scottish Government has intimated that it intends to extend the order to all homeless households from 1st July 2021. Glasgow has committed to ending the use of bed and breakfast type accommodation over the life of the Rapid Rehousing Transition Plan. The extension of the UAO will prove challenging and will likely result in breaches of the order however every effort will be made to mitigate against this. Glasgow Homelessness Services continues to develop alternatives to bed and breakfast accommodation, including the extension of the use of the Private Rented Sector for the provision of temporary furnished flats and alternative group living models of accommodation, including rapid access accommodation.

3. Proposed amendments to RRTP arrangements resulting from COVID-19 activity

- 3.1. The Glasgow RRTP delivery group have placed considerable emphasis on recovery planning arrangements which have been aligned with the RRTP objectives and new recruitment in recent months.
- 3.2. The continual review of recovery planning arrangements has acknowledged the changing landscape as detailed in this report and includes a focus on new and emerging risk illustrated with improved data analyses.
- 3.3. As a result, we are required to reflect changing priorities within the context of strategic and operational planning to ensure we capitalise on the opportunities to expedite RRTP objectives wherever possible. These changing priorities saw a realignment of RRTP resource allocation following agreement of the IJB in [August 2020](#).

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- 3.4. The underlying principle within the realignment of RRTP resource towards the creation of case-holding capacity and practice governance arrangements across Glasgow HSCP Homelessness Service to enable additional staffing capacity to ensure a rapid re-housing approach to COVID-19 recovery work. In this regard we have since recruited an additional 18 community casework posts.
- 3.5. In order to ensure that the service continues to improve its responsiveness to the people who use homelessness services we have recruited an Assistant Service Manager to strengthen practice governance arrangements across the city focusing: on the delivery of a trauma informed approach; and a culture of continuous improvement; and learning from critical incidents.
- 3.6. With the long term economic and social impacts on vulnerable communities becoming increasingly apparent the need to develop robust approaches to homelessness prevention are clear. This need to increase homelessness prevention activity has been set out within the Prevention Review Group (PRG) report. The Prevention Review was commissioned as following the publication of the HARSAG Report. The Scottish Government are currently considering the recommendations with the PRG report. In essence, the PRG recommendations focus on the extension of the legal duties on Council's and other public authorities to provide access to services aimed at supporting people to avoid homelessness.
- 3.7. Given the potential changes set out within the PRG report, and the likely rise in requests for homelessness assistance due to the economic downturn flowing from the public health emergency. It will be necessary for Glasgow to review its approach and RRTP resource commitment to Housing Options and Homelessness Prevention activity. In doing so the HSCP will seek to adopt a partnership approach ensuring improvements in tenancy sustainment and reduce the risk of homelessness wherever possible.
- 3.8. In reviewing our current resource commitment we will examine how we enhance access to a range of prevention services including:
- Benefit maximisation as standard
 - Family Mediation Services
 - Independent legal Advice
 - Tenancy Support for people at risk of homelessness
 - Employability Services
 - Fuel Poverty Advice
 - Provision of Housing First options for Young People

4. Funding

- 4.1. From financial year 2018/19 to date Glasgow has received £3.6m for the Rapid Rehousing Transition Plan. Spend in 2020/21 is projected to outturn at £1.2m, with an allocation of £1.266m from the Scottish Government for 2021/22. We have £1.8m of budgeted spend projected for 2021/22, which we will be able to meet from the funding allocated and balances in reserves.

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There has been no confirmed allocation for 2022/23, and this will be subject to the outcome of the Scottish Parliamentary Election in May.

- 4.2. In addition, the funding from the Scottish Government for the Housing First Consortium comes to an end on 31st March 2021. Local Authorities will be expected to fund 50% of the costs of Housing First from April 2021 and 100% from April 2022. One of the objectives of the Alliance is to reconfigure services in order to fund Housing First which, based on initial projections, will be a funding gap of £1m in 21/22 and £1.5m in 22/23.

5. Recommendations

- 5.1. The Integration Joint Board is asked to:

- a) Note and consider the impact of the public health emergency on the delivery of Homelessness Services within the City;
- b) Note and consider the realignment of RRTP activity to reflect the impact of the public health emergency;
- c) Note the outcome of the SHR's inspection into access to temporary accommodation and agree the HSCP's implementation plan which reflects the 4 recommendations made by the regulator (Appendix 1);
- d) Note the temporary nature of the funding linked to RRTP and Housing First and note that discussions will continue with the Scottish Government in relation to funding; and
- e) Request the Chief Officer provide an update report to the IJB on the continued delivery of RRTP objectives in light of the publication of the Scottish Government's Review of Prevention Activity.

Scottish Housing Regulator Inspection - GHSCP Key Actions						
Recommendation/Improvement	GCC Response/Action Required	Outcome	Measure	Related Action Plan	Lead	Complete
1. Recording/Case Management, Quality Assurance & Governance Processes (Rec 3)	The HSCP is currently reviewing governance of practice across CHS. Actions include: Housing Options Case Sampling Pilot underway in NW CHS. Role of City-Wide Approach to be developed. Case closure process embedded across CHS. RRTP Centre Team Case File Quarterly Audit Processes. Assistant Service Manager with lead for practice governance now in post.	Improvements in practice governance will lead to improvements in service user experience	Routine Service User Feedback. Quarterly Feedback Sessions Agreed.	RRTP Recovery	AR/KS	February 21
2. Increase capacity in the homelessness service through recruitment (REC 4)	Additional strategic and case holding staffing resource agreed. 10 FTE SCWs & 3 FTE Worker Housing First Posts across service. 4 additional Grade 8 Service Development and Management capacity recruited. 1 FTE ITC Project Worker Development	Increased staffing capacity will improve both service user experience, prevention outcomes & resettlement timescales.	Improvement in core service delivery measurements Achieving Resettlement Plan Targets - 420 per month	RRTP Recovery Plan	AR/WK	February 21

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	Worker. 6 admin staff for section 5 processes. 3 additional TADs Officers.		Increased Settled Lets – 300 per month Improvement in assessment to case closure timescales (full duty cases) – 26 weeks			
3. Revised Performance Management Framework (Rec 1, 2)	Homelessness Services reviewing performance management framework with key RRTP stakeholders to reflect RRTP Objectives	The improved visibility on service user outcomes will support the improvement of service provision	Revised Performance Management Framework signed off at IJB.	RRTP Recovery Plan	DC/AR	April 21
4. Improve collaboration and engagement with Council's Teams (Rec 1)	Homelessness Service undertaking service redesign with Vanguard Scotland to improve systems and processes Council is developing Complex Needs Strategy which will include all aspects of care including mental health and physical health.	The service redesign will deliver improved responsiveness to service user needs.	Routine Service User Feedback. Quarterly Feedback Sessions Agreed.	RRTP & RRTP Recovery Plan	AR/WK	May 21

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5. The Council will routinely meet its duty to provide emergency accommodation (Rec 2)	The HSCP has routinely met its TA statutory duty through the spot purchasing of hotel accommodation throughout Covid-19 period. Council has taken forward a number of actions to meet Sec. 29 Duty. TA Strategy will assist the HSCP to set out how it meets demand for accommodation.	Service users will access TA at the point of need.	HL3 Return – Number of No Accommodation Offers HL3 Return – Unsuitable Accommodation Order Breaches	RRTP Recovery Plan	GQ/AR	June 21
6. Move people from temporary accommodation to more settled accommodation (Rec 2)	The HSCP is undertaking a series of actions to improve resettlement times. These include: • Vanguard process reviews • Increase staffing capacity across service, as identified at point 2 • Investment in ITC • Additional Centre based Grade 8 Team	Service users secure settled accommodation which meets their housing needs more quickly	Vanguard Service Review Reports agreed at RRTP Delivery Group Achieving Resettlement Plan Targets - 420 per month Increased Settled Lets – 300 per month Improvement in assessment to	RRTP & RRTP Recovery Plan	AR/JK	Ongoing

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	Leader to coordinate move on from temporary accommodation services Housing First Pathfinding		case closure timescales (full duty cases) – 26 weeks Increase the number of Housing First Tenancies – 120 per yr. over life of RRTP.			
7. Provide analysis of need and demand for temporary accommodation (Rec 2)	HSCP currently working with AJ to develop TA supply & demand analysis this should be completed by April 21. The analysis will inform the development of the HSCP's Temporary Accommodation Strategy. Alliance will be key stakeholder. Will be published June 2021.	Service Users are able to access suitable accommodation at the point of need	Temporary Accommodation Strategy Agreed RRTP Delivery Group HL3 Return – Number of No Accommodation Order HL3 Return – Unsuitable Accommodation Order Breaches	RRTP & RRTP Recovery Plan	GQ/AR	June 21
8. Develop a Temporary Accommodation Strategy (Rec 1, 2)	The HSCP currently working with AJ to develop TA Strategy. Will set out demand and supply as Council implements RRTP	Service users will access suitable accommodation at the point of need	Temporary Accommodation Strategy Agreed RRTP Delivery	RRTP Recovery Plan	AR/GQ	June 21

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	& responds to UAO. Alliance will be key stakeholder. Will be published June 2021.		Group HL3 Return – Number of No Accommodation Offers HL3 Return – Unsuitable Accommodation Order Breaches			
9. The HSCP will work to comply with the SG's Advisory Standards for Temporary Accommodation (Rec 3)	The HSCP is currently taking forward a number of actions across bed and breakfast establishments to improve the quality of emergency accommodation and support available to residents. Our TA Strategy will set out our plans for provision. This will be published June 2021.	Service users will routinely access suitable accommodation with support.	Routine Service User Feedback. Quarterly Feedback Sessions Agreed. HL3 - UAO Breaches	RRTP Recovery Plan	GQ/AR	June 21
10. The HSCP will issue clear policies and procedures to staff to guide their decisions on providing temporary accommodation	The HSCP will develop a Temporary Accommodation Allocation Policy by April 2021. We will ensure that key staff are briefed on the content of the policy by June 2021.	The HSCP will allocate temporary accommodation in line with its statutory duties.	TA Allocation Policy is approved by Council Committee Routine Service User Feedback.	RRTP Recovery Plan	WK/GQ	June 21

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(Rec 3)	On an ongoing basis we will ensure that our policy is updated to reflect changes to legislation & guidance.		Quarterly Feedback Sessions Agreed. HL3 - UAO Breaches			
11. Provide documented procedures on how the most vulnerable people/ households are prioritised (Rec 2)	The HSCP's TA Allocation Policy will set out how the Council will allocate temp accommodation in line with its statutory duties. The TA Allocation Policy will be published April 2021.	The Council will allocate temporary accommodation in line with its statutory duties.	TA Allocation Policy is approved by Council Committee Routine Service User Feedback. Quarterly Feedback Sessions Agreed. HL3 Number of NAO	RRTP Recovery Plan	WK/GQ	June 21
12. Improvement plan for managing pool of temporary furnished accommodation (Rec2)	The HSCP will develop an Annual Improvement Plan for its Property Management Section. The Plan for 2021 has now been complete & is being actioned. The HSCP is working with Vanguard to revise its performance management framework for its Homelessness	The HSCP will provide a Temporary Accommodation Service that seeks to continually improve. So that service users can access accommodation at the point of need.	Annual Improvement Agreed Homelessness Management Meeting Routine Service User Feedback. Quarterly Feedback	RRTP Recovery Plan	WK/GQ	June 21

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	Services Property Management Service. This will be complete by June 2021.		Sessions Agreed. Internal Budget Monitoring Continued improvement in Core TFF performance information			
13. Improve emergency accommodation responses for people with complex case histories (Rec 4)	The HSCP will work with Alliance Partners to develop trauma informed services. This work will be detailed in the HSCP's TA Strategy which will be published in June 2021. The HSCP will review processes in relation service exclusions from provided and purchased units to ensure that exclusion policies reflect trauma informed approaches. This work will be complete by August 2021. The HSCP will also review its approach to dealing with people who experience domestic abuse in order that service	The HSCP's most vulnerable service users will access & sustain emergency accommodation in line with their needs.	Temporary Accommodation Strategy Agreed R RTP Delivery Group Routine Service User Feedback. Quarterly Feedback Sessions Agreed. Increase the number of Housing First Tenancies – 120 per yr. over life of RTP. Commissioned Services Contract Monitoring	R RTP Recovery Plan	PC/AR	Aug 21

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	responses are in line with best practice. This will be complete by August 2021.		Framework Analysis of service exclusions			
14. Improve communication and proactively manage alternative strategies for vulnerable individuals (Rec 1, 2, 4)	The HSCP is taking forward a series of actions to improve case/care responses management for people with complex case histories. This will be set out within the HSCP's Complex Needs Strategy which will cover all aspects of accommodation, care and support. The Homelessness Service will set out its response in relation to access to emergency accommodation in its TA Strategy which will be published June 2021.	The HSCP's most vulnerable service users will access & sustain emergency accommodation in line with their needs.	Temporary Accommodation Plan Agreed RRTP Delivery Group Routine Service User Feedback. Quarterly Feedback Sessions Agreed. Increase the number of Housing First Tenancies – 120 per yr. over life of RRTP. Commissioned Services Contract Monitoring Framework Analysis of service exclusions	RRTP Recovery Plan	WK/AR	Aug 21

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15. Redesign of emergency accommodation to end the use of unsuitable accommodation (Rec 2)	Review ongoing in response to the extension of the UAO. Options currently being pursued to improve Emergency Accommodation provision and reduce potential UAO breaches. The HSCP will set out how it will respond to the extension of the UAO in its TA Plan. This will be published June 2021.	Service users are able to access suitable emergency accommodation.	Temporary Accommodation Plan Agreed R RTP Delivery Group Routine Service User Feedback. Quarterly Feedback Sessions Agreed. HL3 – Number of UAO Breaches	R RTP Recovery Plan & R RTP	GQ/WK	June 21
16. Work with partners to provide support and offers of temporary accommodation to people sleeping rough (Rec 4)	Increased access to Emergency accommodation through the repurposing of City Centre Hotels. Review of RSVP Service currently ongoing. The Council also examining opportunity to develop Rapid Access Accommodation Services. We will set out the HSCP's strategy for ensuring access to emergency accommodation for rough sleepers within our TA	Rough Sleepers & people at risk of rough sleeping will have access to emergency accommodation that meets their needs.	Temporary Accommodation Plan Agreed R RTP Delivery Group Routine Service User Feedback. Quarterly Feedback Sessions Agreed. Commissioned Services CMF	R RTP – Alliance Commissioning Activities	AR/PC	June 21

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	Strategy. This will be published June 2021.					
17. Work with partners to provide a range of outreach, health and harm reduction services (Rec 1,4)	The current response from the HSCP's Hunter Street Health Centre to repurposed hotels has led to improved access for vulnerable service users. Homelessness Health Service Review ongoing which will see a shift towards managing people with complex needs, with improved emphasis on joined up responses.	Vulnerable homeless service users access specialist supports appropriate to their needs.	Routine Service User Feedback. Quarterly Feedback Sessions Agreed.	City Centre Matrix	LR/WK	Complete
18. Increase level of private rented sector tenancies (Rec 1,4)	Agreement with YPeople to increase number of PRS temporary tenancies. Revised contract agreed with Ypeople to extend PRS TFF provision. Supply/demand analysis ongoing to provide detail on extension. Will be set out within TA Strategy which will be published June 2021.	Service users are able to access temporary accommodation at the point of need.	Commissioned Services CMF HL3 No Accommodation Offered	RRTP Recovery Plan	PC/GQ	October 21

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19. Investigate models of rapid access to emergency accommodation (Rec 1, 2,4)	Council is currently reviewing RA Emergency Accommodation Models with view to progress service in 2021.	People at risk of rough sleeping have access to accommodation that meets their needs	RA Emergency Accommodation Pilot Agreed at RRTP Delivery Group Commissioned Services CMF	RRTP Recovery Plan	PC/AR	August 21
20. Engage with RSL partners to seek support in response to the pandemic (Rec 1, 2)	Council has continued to engage with RSLs throughout Pandemic period with request to increase in settled and temporary lets.	Service users will access suitable settled accommodation at the point of need	RSLs have provided increased numbers of temporary & settled lets. RSL Settled Letting Activity Monitoring Reports	RRTP Plan & RRTP Recovery Plan	JK/AR	Complete
21. Engage with RSLs to maximise their contribution to housing people who are homeless (Rec 1,2, 4)	Prior to Pandemic Period the Council/RSLs partners worked to develop LLCs and LLC Plans. 19/20 saw increased number of lets to homeless households. As at 28 th February 2021, the HSCP has already secured an increase in the	Service users are able to access emergency accommodation at the point of need	RSL Settled Letting Activity Monitoring Reports HL3 – No Accommodation Order.	RRTP & RRTP Recovery Plan	JK/AR	Ongoing

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	total number of lets for homeless households than it achieved in each of the previous three years – 2670 settled lets. 2021/22 LLPs being drafted. Will be published for consideration by LLCs March 2021. HSCP ask will be in line with COVID-19 pressures. The LLPs will provide an overall letting target for 2021/22. This will be monitored through 2021/22 through LLP Monitoring Group & RRTP Delivery Group.					
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