



Item No: 15

Meeting Date: Wednesday 29th January 2020

Glasgow City Integration Joint Board

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

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UPDATE ON THE IMPLEMENTATION OF GLASGOW RAPID REHOUSING TRANSITION PLAN 2019/20 – 2023/24
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Purpose of Report:	To update the Integration Joint Board on the initial phase of implementation of the Rapid Rehousing Transition Plan, through the first Annual Review and setting out the future framework and milestones for delivery.
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Background/Engagement:	In 2017 the Scottish Government set a national objective to end homelessness within 5 years as part of the Programme for Government. In December 2018 Glasgow submitted the Rapid Rehousing Transition Plan to the Scottish Government. An initial programme of work with partners has been undertaken since that date to progress the key objectives.
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Recommendations:	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none">a) note the Rapid Rehousing Transition Plan Annual Review as outlined in this report and at Appendix 1;b) note that whilst the initial plan sets out a 5 year vision it is envisaged that this plan will continue to evolve and develop over this timeframe; andc) instruct the Assistant Chief Officer for Public Protection to provide a subsequent Annual Review update to the IJB in January 2021.
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Relevance to Integration Joint Board Strategic Plan:

The prevention of homelessness and the delivery of an effective response to homelessness was one of the key elements of the IJB Strategic Plan 2016-2019 and continues to be a key strategic priority in the 2019-2022 IJB Strategic Plan.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	This plan relates to all National Health & Wellbeing outcomes.
Personnel:	As reported external funding has permitted additional temporary staffing resources to assist in the delivery of the plan.
Carers:	No implications.
Provider Organisations:	Discussions continue with a wide range of partners on the implementation of the Rapid Rehousing Transition Plan recommendations.
Equalities:	The Plan intends to address multiple disadvantage and complex needs.
Fairer Scotland Compliance:	The Plan to reduce the financial and social impact of rough sleeping and homelessness will contribute to meeting the HSCP's responsibility to address the impact of inequality caused by economic and social disadvantage.
Financial:	External funding from Scottish Government agreed for the initial period but longer term settlement still to be determined.
Legal:	No implications.
Economic Impact:	Reduce financial and social impact of rough sleeping and homelessness with particular focus on addressing multiple and complex need.
Sustainability:	To be determined following clarity on financial cost.
Sustainable Procurement and Article 19:	No implications.
Risk Implications:	Risk register being developed as part of plan.

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Implications for Glasgow City Council:	Possible impact on Glasgow City Council offering multi-agency response to addressing homelessness, rough sleeping and tackling multiple and complex needs.
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Implications for NHS Greater Glasgow & Clyde:	Development of in reach treatment pathways and promotion of early intervention.
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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 first year of implementing the Glasgow 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 5 years as part of the Programme for Government. To enable this, the Homelessness Rough Sleeping Action Group (HARSAG) was established in October 2017 to produce the actions and solutions to reduce and then eradicate rough sleeping, transform temporary accommodation and end homelessness. As part of this each Local Authority was required to develop a Rapid Rehousing Transition Plan (RRTP) by the end of 2018.
- 2.2 In December 2018 Glasgow submitted its Rapid Rehousing Transition Plan setting out 5 key objectives to transform the nature and experience of homelessness in the city.
- 2.3 Linked to the submission was a financial framework from the Scottish Government to assist in the delivery of the plan. The proposed funding request of £2.92m for year one was not fully met by the Scottish Government and instead a budget of £1.67m was confirmed.
- 2.4 As a consequence of such a significant financial short fall it was accepted that our ambition to achieve the RRTP objectives and achieve the required pace of change would be inhibited.

3. Progress

- 3.1 Glasgow RRTP plan in December 2018 set out 5 key objectives:
- To prevent homelessness wherever possible to do so
 - To ensure that all homelessness households in Glasgow access housing quickly and effectively

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- To upscale Housing First as the optimum model for homeless households with complex needs
- To work with Alliance partners to reduce the scale of temporary accommodation in the City
- To invest City resources in the delivery of person-centred housing support services.

3.2 The initial Rapid Rehousing Transition Plan, and subsequent update reports in relation to its attendant funding, provided detail on the shared vision for rapid rehousing and the commitment to the Housing First approach for those presenting with multiple and complex needs. This information is contained in the following reports:

IJB – 6 February 2019

<https://glasgowcity.hscp.scot/publication/item-no-7-glasgow-rapid-rehousing-transition-plan-201920-202324>

IJB – 18 September 2019

<https://glasgowcity.hscp.scot/publication/item-no-9-rapid-rehousing-transition-plan-update>

IJB Finance, Audit and Scrutiny Committee – 30 October 2019

<https://glasgowcity.hscp.scot/publication/item-no-07-rapid-rehousing-transition-plan-update>

- 3.3 Given the scope, extent and ambitious agenda of change envisioned in the Rapid Rehousing Transition Plan it was noted that over the 5 year period of implementation a flexible, responsive and fluid approach would be necessary at each stage. In addition, to facilitate transparency and good governance it was agreed that an Annual Review would be useful to report on progress and identify barriers or problematic issues. The full Annual Review of the Rapid Rehousing Transition Plan is available at Appendix 1.
- 3.4 As noted in the Annual Review, the first phase of the Rapid Rehousing Transition Plan has been focussed on the construction of the necessary organisational infrastructure for the delivery of our objectives, planning with partners (particularly the city's Housing Associations), and calibrating the key actions contained within the original plan to the constraints of the funding framework as it emerged over 2018.
- 3.5 Key achievements outlined within the Annual Review can be summarised as follows:
- Prevention Renewed investment in Housing Options Agreement to enhance staffing within Prison Casework Team to improve pathways to settled accommodation;
 - Agreed to create additional posts within Community Homelessness Service (CHS) to support development of Housing Options, in order to improve joint working between health, housing and social work;
 - Part funded Private Rented Sector (PRS) Hub aimed at supporting tenants within the PRS at risk of homelessness as a consequence of welfare reform;

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- Created a Universal Credit (UC) Support Team in order that service users with transient lifestyles are supported to make and sustain a claim for UC. That capacity is developed within services to continue to enhance capacity;
- Worked with Vanguard Consultants to develop revised operating model within CHS. The revised operating model when implemented across the service will see improvements in service user experiences and will support the reduction in length of stays within temporary accommodation;
- Rapid Rehousing Transition Plan resource framework agreed;
- City Wide Partnership for Housing First operational;
- Housing First service pathways agreed and operational. Fifty-Three people access Housing First tenancies;
- Staffing Levels within front-line homelessness services enhanced;
- Strategic Leads in place for Rapid Re-Housing Plan and Local Letting Communities;
- The new Local Letting Plan (LLP) for 2020-2021 in place. Increased targets reflect RRTP targets; and
- Local Letting Community arrangements reformed to reflect Rapid Re-Housing Plan framework.

4. Glasgow Alliance to End Homelessness

4.1 In addition to the key achievements outlined in the Annual Report Glasgow has progressed the Glasgow Alliance to End Homelessness (The Alliance) tender which will be concluded in January 2020. The purpose of the Alliance is to deliver positive outcomes for people affected by or at risk of homelessness through the process of planning and delivering a large scale transformational change agenda across the purchased service sector.

4.2 The Alliance will:

- End rough sleeping in the city for Glasgow citizens
- Prevent homelessness / alleviate the impact of homelessness
- Reduce homelessness / duration of stay in temporary accommodation
- Reduce repeat homelessness
- Increase tenancy sustainment for homeless people accessing permanent tenancies.

5. Recommendations

5.1 The Integration Joint Board is asked to:

- a) note the Rapid Rehousing Transition Plan Annual Review as outlined in the report and at Appendix 1;
- b) note that whilst the initial plan sets out the 5 year vision it is envisaged that this plan will continue to evolve and develop over this timeframe; and
- c) instruct the Assistant Chief Officer of Public Protection to provide a subsequent Annual Review update to the IJB in January 2021.

Glasgow City HSCP

Rapid Rehousing Transition Plan

Annual Review

2019-2020

Table of Contents

1.	Introduction and background.....	3
1.1	2019/20 Progress overview.....	5
1.2	Key Achievements	6
2.	Objective 1: To prevent homelessness wherever possible to do so.....	7
3.	Objective 2: To ensure all homeless households in Glasgow access settled housing quickly and effectively.....	9
4.	Objective 3: To upscale the Housing First as the optimum model for homeless households with complex needs.....	12
5.	Objective 4: To work with Alliance partners to reduce the scale of temporary accommodation in the city.....	14
6.	Objective 5: To invest city resources in delivery of person-centred housing support services	16

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1. Introduction and background

In 2017, the Scottish Government set out a national objective to end homelessness in 5-years as part of its Programme for Government. To enable this, the Homelessness & Rough Sleeping Action Group (HARSAG) was established in October 2017 to produce the actions and solutions needed to reduce and then eradicate rough sleeping, transform temporary accommodation and to end homelessness. The final HARSAG report 'Ending Homelessness in Scotland' was published in June 2018, setting out 70 detailed recommendations which form the basis of a whole system approach where prevention is always prioritised, and where homelessness does occur, all parts of the public sector collaborate to enable fast access to settled accommodation with person-centred support to enable housing sustainment.

The Scottish Government accepted the recommendations of HARSAG in June 2018, including the recommendation that every local authority in Scotland should develop a Rapid Rehousing Transition Plan setting out how a housing-led approach to ending homelessness will be achieved locally. The plan should document a 5-year transition to securing settled housing for all homeless households as quickly as possible, with the right support in place to enable successful housing sustainment.

The Glasgow rapid rehousing transition plan was submitted to the Scottish Government on the 31st of December 2018. This plan set out how City partners would work together over 5-year transition period to deliver a housing led approach to tackling and ending homelessness in Glasgow. This meant that if it is not possible for us to prevent homelessness, our priority is to provide a safe and secure home for every homeless household as quickly as possible.

As a result, homeless households in Glasgow will spend much shorter periods in temporary accommodation than they do at present. It also means that the balance of homeless accommodation and support options will shift over 5 years so that in the future our resources will be focused on:

1. The fastest possible journey through temporary accommodation to settled housing

2. The provision of flexible, person-centred support that follows the household from temporary to settled housing to enable successful sustainment

This means we will shift our focus from providing accommodation based support to community based services which focus on people and their needs

The plan is ambitious and reflects a strong commitment to the rapid rehousing philosophy. This commitment is reflected in the principles which underpin our plan, which are:

- That we work in partnership to prevent homelessness and where it does occur, we ensure that people access the right support at the right time;
- That secure housing enhances peoples' live experiences. With the right support, most people are capable of sustaining settled housing in local communities;
- That time spent in temporary accommodation is kept to a minimum, with access to settled housing our main priority; and
- People with lived experience of homelessness have unique and valuable insights and need to be involved in service development.

It is our view that the transition to rapid rehousing is a catalyst for systematic change in the way that public services meet the needs of homeless households. It is the right model, at the right time to tackle homelessness in the City. Homelessness in Glasgow has a long, unique and challenging history. Our transition began over a decade ago with the closure of the large-scale hostels. Rapid rehousing will allow us to complete this transition and to transform the experiences and outcomes of homeless households.

For Glasgow, possibly more than any other local authority in the country, partnership working is an essential component in the delivery of rapid rehousing. The City faces a very specific set of challenges around homelessness as a result of the severity of the problem, the operation of the City housing system and the complex commissioning framework for service delivery. Rapid rehousing in Glasgow is a major opportunity to transform the experiences of homeless households and to form a new public service partnership model focused on both the housing and underlying needs of homeless households. We believe strongly in the rapid rehousing philosophy and have designed a model which enables us to achieve each principle set out in the Scottish Government’s rapid rehousing guidance.

The vision set out for rapid rehousing in Glasgow is:



Vision for rapid rehousing

Homeless people in Glasgow access settled housing at a rapid pace and with flexible, personal support services which enable housing sustainment and long-term success



To deliver this vision for rapid rehousing, our objectives will be:

1. To prevent homelessness wherever it is possible to do so
2. To ensure that all homeless households in Glasgow access settled housing quickly and effectively
3. To upscale Housing First as the optimum model for homeless households with complex needs
4. To work with Alliance partners to reduce the scale of temporary accommodation in the City
5. To invest City resources in the delivery of person-centred housing support services

To achieve these objectives, over the next 5 years, City partners will:

1. Reduce time in temporary accommodation by more than 50%
2. Eradicate the use of bed and breakfast accommodation for homeless people
3. Reduce the supply of temporary furnished flats by 1,000 units
4. Reduce the supply of hostel provision by 500 units
5. Develop 600 Housing First tenancies for the City’s most complex and disadvantaged service users
6. Invest savings in the delivery of person-centred floating support services

Achieving the transition to rapid rehousing will result in:

- Transformation of the experiences and outcomes achieved by homeless people in Glasgow
- Significant reductions in temporary accommodation and movement away from unsuitable accommodation
- A system change in the homeless commissioning model from accommodation based services to community based support services
- Net savings in public expenditure on homelessness of up to £70M



Following submission to the Scottish Government in December 2018, the Glasgow Rapid Rehousing Transition Plan was acknowledged for its principles, detail and ambition. Along with this approval the Glasgow HSCP was awarded £1.670M to help support the implementation of Rapid Rehousing in Glasgow. This financial allocation was based on the number of Homeless applications in the past 3 years. Although, it is recognised that the revised financial allocation is lower than originally anticipated, it still provides considerable investment and opportunity, ensuring key priorities are being supported.

The purpose of this document is to provide a progress update on the implementation of the Glasgow rapid transition plan and to set key targets and milestones under each of the FIVE key rapid rehousing objectives.

1.1 2019/20 Progress overview

Performance is measured against an Action Plan and Monitoring Framework using a traffic light scoring system: **Green rating** is achieved or on target, **Amber rating** is minor slippage, **Red rating** means the action or indicator is significantly off target. There are five rapid rehousing objectives aligned to the Rapid Rehousing Transition Plan. Attached to these are 49 actions against which we can track progress. The scorecard below sets out the RRTP achievements for 2019/20, with over 55% achieved or close to target.

RRTP Scorecard 20RR19/20	Green	Amber	Red	Report later / contextual	Total
To prevent homelessness wherever it is possible to do so	6	1	0	3	10
To ensure that all homeless households in Glasgow access settled housing quickly and effectively	9	0	1	3	13
To upscale Housing First as the optimum model for homeless households with complex needs	6	0	0	8	14
To work with Alliance partners to reduce the scale of temporary accommodation in the City	0	2	0	3	5
To invest City resources in the delivery of person-centred housing support services	2	1	0	4	7
All	23	4	1	21	49

Rapid Rehousing Transition Plan Annual Review

A significant level of activity this year has focused on remodeling the Homelessness Service to reflect the priorities set out within our Rapid Re-Housing Transition Plan. We have also focused on developing the resources and partnerships required to ensure that we drive forward with the delivery of our RRTP.

Most actions and monitoring indicators are on track. Only one measure was below anticipated levels, and this relates to the appointment of 2 Information Systems Development Officers to implement IT infrastructure to ensure the efficiency and throughput of the Section 5 referral process.

A number of measures are noted as Amber and these are where an action has yet to commence or the timescales have altered. One of these relates to the development of an Alliance Commissioning Model which is currently in the tender process, but which should be operational by 1 April 2020.

1.2 Key Achievements

- Prevention Renewed investment in Housing Options Agreement to enhance staffing within Prison Casework Team to improve pathways to settled accommodation;
- Agreed to create additional posts within CHS to support development of Housing Options. In order to improve joint working between health, housing and social work;
- Part funded Private Rented Sector Hub aimed at supporting tenants within in PRS at risk of homelessness as a consequence of welfare reform;
- Created a Universal Credit Team Support Team in order that service users with transient live styles are supported to make and sustain a claim for UC. That capacity is developed within services to continue to enhance capacity;
- Worked with Vanguard Consultants to develop revised operating model within Community Homelessness Service. The revised operating model when implemented across the service will see improvements in service user experiences and will support the reduction in length of stays within temporary accommodation;
- Rapid Rehousing Transition Plan resource framework agreed;
- City Wide Partnership for Housing First operational;
- Housing First service pathways agreed and operational. Fifty-Three people access Housing First tenancies;
- Staffing Levels within front-line homeless services enhanced;
- Strategic Leads in place for Rapid Re-Housing Plan and Local Letting Communities;
- The new Local Letting Plan (LLP) for 2020-2021 in place. Increased targets reflect RRTP targets; and
- Local Letting Community arrangements reformed to reflect Rapid Re-Housing Plan framework.

2. Objective 1: To prevent homelessness wherever possible to do so

In Glasgow, rapid rehousing will be used as the catalyst to achieve a whole system change in the way public services are managed to meet the needs of homeless households. Together, rapid rehousing should provide the blueprint for directing resources towards prevention and housing sustainment and away from managing service failure.










The Glasgow Housing Options approach reflects the structural and strategic challenges facing the City and has been led by a partnership across GGC, NHS, Housing Associations, Health and Social Care Services and the voluntary sector, with the aim of preventing homelessness across Glasgow. The Glasgow Housing Options model is unique in Scotland given the depth of joint working across Health, Housing and Social Work on homelessness prevention. The development model for housing options is founded firmly on partnership with a strong focus on building relationships to meet both the housing and underlying needs of the customer. Strong focus has been given to the Christie Commission principles of public sector

reform, which seek to maximise resources through partnership and early intervention. Key development principles for the Glasgow housing options model are therefore: (i) prevention; (ii) capacity through collaboration; and (iii) innovation to meet housing and underlying need. The principles underpinning the development model have proven to be so successful that they have now been successfully transferred to other contexts including 'Housing Options for Older People' and the City-wide financial inclusion and debt advice model.

We are committed to ensure that as rapid rehousing is delivered, in order to do this, we need to continue to embed a culture of homelessness prevention our Community Homelessness Services and the network of 68 RSLs offering settled housing cross the City. We will do this through a continued focus upon The Housing Options Programme.

In doing so we are committed to continue to sustain the funding on money, debt, advice and support services. We also identified the need to ensure that our front-line homelessness staff are focused upon preventing homelessness and have the skills and abilities to offer high quality advice and assistance and ensure that people have access to the right support at the right time.

We have created three Housing Options Senior Workers in each of the Community Homelessness Teams to support the development of Housing Options. They support the system re-design that we are currently delivering following the review of the Community Homelessness Service. A key element of the service re-design will see enhanced focus on homelessness prevention and joint working.

Objective 1: to prevent homelessness wherever possible to do so				
Actions & commitments		Targets	Partners	Score
Year 1 transition activity	1. Appoint a team of Housing Options Development Officers (x3) to build on service improvements by mainstreaming the housing options service within core homelessness and housing advice services	Prevention activity holds annual service demand at 3,300 by year 3 onwards	GCC, RSLs	
	2. Appoint Universal Credit Support Officer (x1) to strengthen current team and support users with multiple and complex needs		GCC	
	3. Develop a mediation service to support wider housing options activity and engage with people at risk of losing their accommodation as a result of family disputes		GCC, HSCP, Service providers	
	4. Targeted level of support services to key client groups to dramatically improve tenancy sustainment		GCC, HSCP	
	5. Review current Housing Options interfaces with key operational stakeholders		Wheatley Group, WSFHA, HSCP	Ongoing
	6. Identify resource to ensure current named contact continues to be regularly updated to facilitate good joint working and pathways approach to service provision across Health, Housing and Social Work		Wheatley Group, WSFHA, HSCP	
	7. Continue to monitor impact of welfare reform and introduction of Universal Credit. Ensure prevention service model continues to reflect changing nature of demand		GCC, HSCP	Ongoing
Year 2 transition activity	8. Transform work processes of all Community Homeless Teams to maximise organisational efficiency, minimise waste and focus on the core business of preventing homelessness by implementing the recommendations of the Vanguard model		GCC, RSLs	
Year 3 transition activity	9. Shift public resources towards prevention and housing sustainment and away from accommodating extended periods in temporary accommodation	New Alliance commissioning model in place	GCC, RSLs, HSCP	
Year 4/5 transition activity	10. Review prevention strategy to assess how to further reduce the number of homeless presentations	Reduced presentations	GCC, RSLs	Ongoing

3. Objective 2: To ensure all homeless households in Glasgow access settled housing quickly and effectively

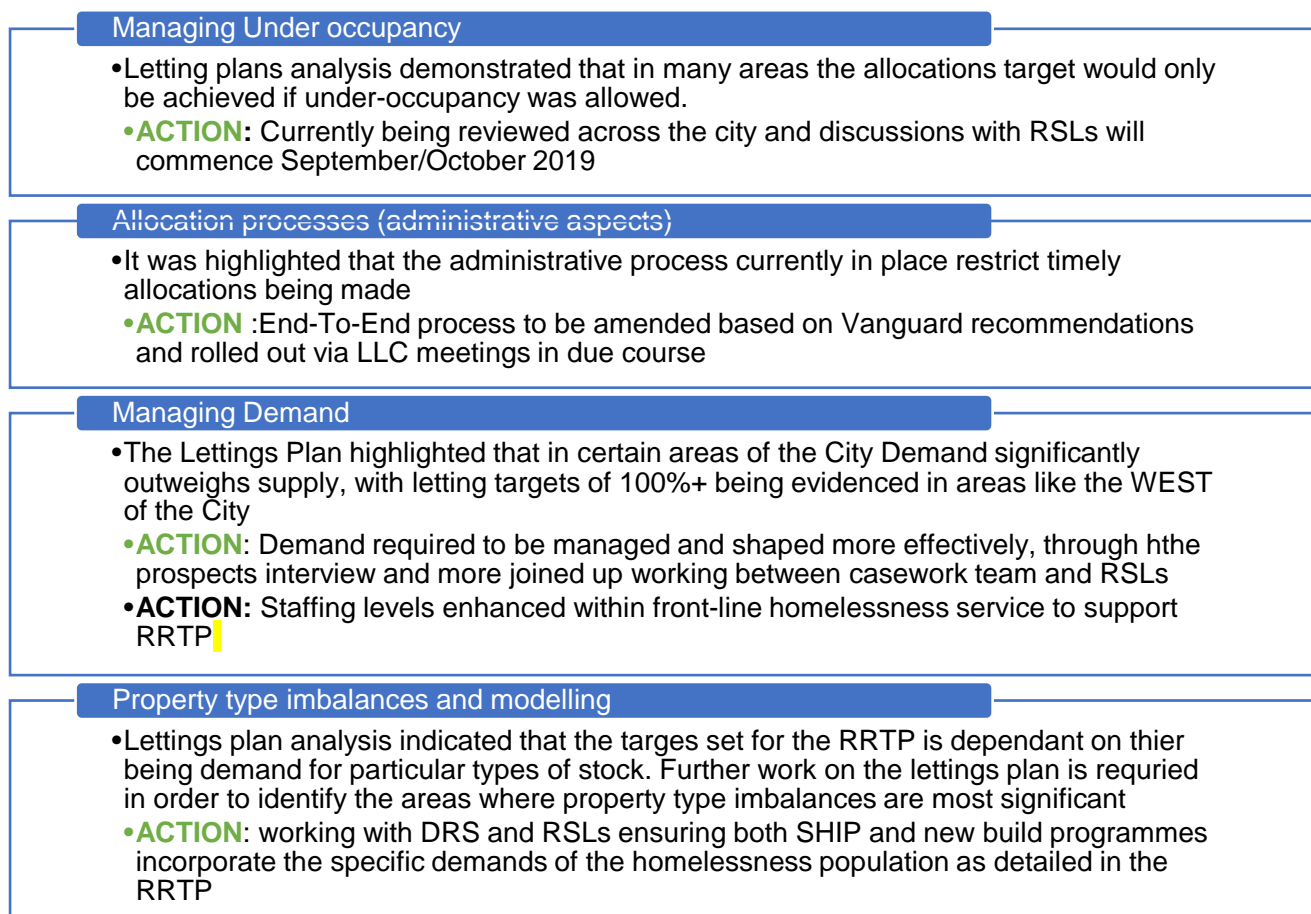
Central to achieving the RRTP vision, is to ensure all homeless households in Glasgow access settled housing quickly and effectively. The Glasgow wider RRTP plan set an annual target of around 42% allocations to homeless households and the target to reduce length of stay by 50% over 5 year. As this target was set at a Glasgow area level, Arneil Johnston Housing Consultancy were commissioned to devise a modelling tool to inform the delivery annual Local Lettings Plans for each Local Lettings Community to deliver appropriate percentage of lets locally. The percentages were calculated to vary across the city from 25% to 50% based on the variations in both demand and supply.



This estimated the numbers of Section 5 referrals to be issued to each Housing Association in line with expected offers and housing vacancies. The LLP constitutes the local planning framework for the delivery of rapid rehousing creating a partnership framework between the Council and local RSLs.

Over the period June to September 2019 the RRTP plan and associated LLPs were presented to all 68 RSLs in Glasgow. The purpose of these meetings was to share the RRTP vision, the methodology applied establishing local targets and to provide the platform for discussion on some of the barriers which may prevent

RSLs in delivering the targets set. These barriers are detailed in the diagram below, along with the actions which have been put in place to help address the barriers:



Rapid Rehousing Transition Plan Annual Review

The RRTP and LLP will build on the progress made in recent years via the Housing Access Board, Monitoring Group and Local Letting Communities. It is anticipated that continuing these arrangements will enable activity to be discussed, robustly monitored and outcomes realised in a partnership approach, it is planned that the implement the revised LLP on 1st April 2020.

On 2nd October 2019, a letter was issued to each RLS along with their LLP, which included their set allocation target. The letter welcomed discussions with RSLs, on areas the following areas of shared interest:










1. Consistency in approach to under occupancy
2. Rolling out the Scottish Welfare Fund pilot bespoke approach for homeless households
3. Access to larger properties
4. Upscaling Housing Options and increasing access to flexible housing support services
5. Taking forward the prevention agenda

Since the submission of the RRTP, it was evidenced in 18/19 that there was a 16% increase in lets to homeless on 17/18 figures and a growth in lets evidenced in quarter 1 of 19/20.

Housing supply remains a key challenge for the RRTP as without access to a supply of suitable housing then we are unable to transition people to settled housing quickly and effectively. There is a significant shortfall of settled housing available for all housing needs groups in Glasgow, including homeless households. In particular, there is a lack of adapted ground floor type accommodation therefore we have a challenge in the availability of suitable accommodation for people with a disability, particularly amputees.

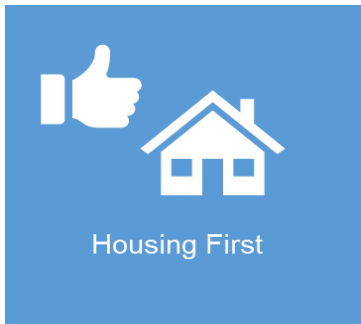
Glasgow's Strategic Housing Investment Plan (SHIP) 2018/19 – 2022/23 will be a major catalyst for realising our RRTP ambitions. The SHIP sets out priorities for delivering new affordable housing supply across Glasgow, in particular focussing on areas of greatest housing need and demand pressures. There is potential for delivering over 9975 additional affordable homes over this period, using over £600million Scottish Government grant funding.



Objective 2: To ensure all homeless households in Glasgow access settled housing quickly and effectively				
Actions & commitments		Targets	Partners	Score
Year 1 transition activity	1. Transform work processes of all Community Homeless Teams to maximize organisational efficiency, minimise waste and focus on the core business of assessing, preventing and alleviating homelessness by implementing Vanguard recommendations	Increase demand for settled accommodation from 3,000-4,100	GCC, RSLs	
	2. Define % annual target of allocations to homeless households to reduce length of stay by 50% over 5 years through LLP process	Average 42% lets to homeless across City via Local Lettings Plan mechanism	GCC, 68 RSL's, 68 RSLs, GCC, Commissioning partners	
	3. Appoint Local Letting Community Coordinator to coordinate activity across the 68 RSLs across Local Lettings Communities			
	4. Appoint 7 Homelessness Case Workers to increase staffing to facilitate a greater number of referrals to ensure that 4,100 referrals for settled accommodation are made to the City's RSLs			
	5. Deliver annual Local Lettings Plans for each Local Lettings Community to deliver appropriate percentage of lets locally			
	6. Appoint 2 Information Systems Development Officers to implement IT infrastructure to ensure the efficiency and throughput of the Section 5 referral process	Infrastructure implemented by 2020	GCC	
	7. Deliver 1,300 new social rented homes through Affordable Housing Supply Programme (SHIP)	1,300 new build units	GCC, RSLs	
Year 2 transition activity	8. Review current operating model to ensure LEAN processes and service focused upon core rapid rehousing task	Average 42% lets to homeless		To report later
	9. Reduce average length of stay in dispersed accommodation by 13 weeks	Average length of stay 27 weeks	GCC, 68 RSL's	To report later
	10. Deliver 1,355 new social rented homes through Affordable Housing Supply Programme (SHIP)			
Year 3 transition activity	11. Reduce average length of stay in dispersed and interim accommodation by a further 10 weeks	Average length of stay 17 weeks	GCC, 68 RSL's	To report later
	12. Deliver 1,238 new social rented homes through Affordable Housing Supply Programme (SHIP)	1,238 new build units		
Year 4/5 transition activity	13. Deliver 1,449 new social rented homes through Affordable Housing Supply Programme (SHIP)	1,449 new build units		

4. Objective 3: To upscale the Housing First as the optimum model for homeless households with complex needs

Housing First sits within a context of “rapid rehousing” and it is a well evidenced approach to tackling homelessness it radically changes our response to those in the most complex housing need minimising time spent in and the need for temporary accommodation both national and international evidence is overwhelming.



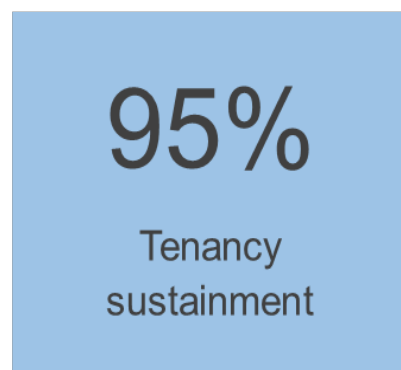
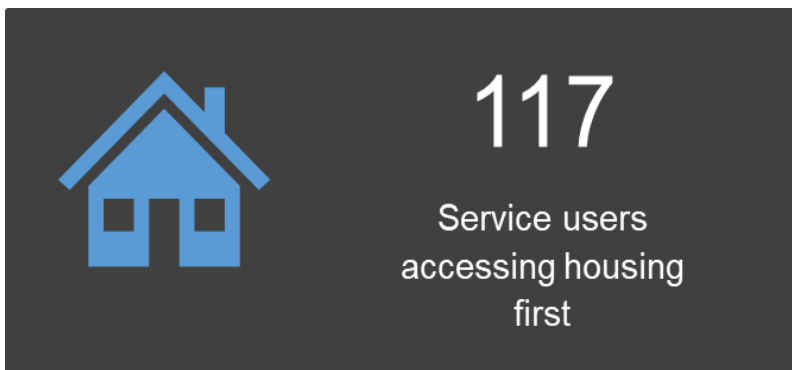
The Consortium (and city target) as set by the Scottish Government with the Corra Foundation and Social Bite is 315 Housing First tenancies over two years by March 2021



The HSCP and the IJB have previously agreed proposals to accelerate the introduction of “Rapid Rehousing” and “Housing First” to more effectively respond to homelessness in Glasgow which will be reflected in the forthcoming Tender for Glasgow Alliance. Housing First applies a system of assessment, including risk assessment to determine a bespoke support plan to enable a person with multiple complex concerns to have their own tenancy as a first rather than

last step. It puts the home at the centre of a person’s recovery.

Since its inception the HSCP’s Housing First Assessment Team have developed a Housing First partnership with the city’s Housing First Consortium, RSL’s, and other key statutory and third sector partner, and has worked to achieve a single common shared approach for Housing First in Glasgow. A Housing First multi-agency partnership group is responsible for accepting referrals and agreeing the pathway for individuals, including progression through Housing First or on a few occasions a different more specific care pathway. The team has trialled various approaches to the process since the initial model (involving decommissioning of Clyde Place in 2018) was established and has since achieved an open referral pathway including self-referral since April 19. This has resulted in a significant number of referrals from community organisations and groups and from within GCHSCP services such as addictions, criminal justice and homelessness casework. We have had some success piloting ‘prison liberation to home’ cases where assessment has begun in prison, working closely with Tomorrow’s Women Glasgow and the Homelessness Prison Casework Team, with an aspiration to refine this work as the system further develops.

Since Housing First began in this form in Glasgow, we have we have accommodated 53 individual people into settled accommodation mainly via Scottish Secure tenancies with the Wheatley group, a key partner in the Glasgow model, with wrap around support. Tenancy sustainment levels have been over 95%. To date, there has been over 159 referrals since April 2019 with over 64 with tenancy offers in place and awaiting viewings or entry on a specified date.



Objective 3: To upscale the Housing First as the optimum model for homeless household with complex needs				
Actions & commitments		Targets	Partners	Score
Year 1 transition activity	Consolidate dedicated Housing First Assessment Team alongside Community Homeless Service (integrated with broader Housing First Network)	115 units of Housing First	GCC, RSLs Housing First Network	
	Continue to develop operational inter-faces with key stakeholders		Homelessness Team, Housing First Team, GCC HSCP	
	Establish housing supply pathways for Housing First Tenancies			
	Develop and extend Housing First to 115 service users		Homelessness Team, GCC HSCP	
	Ensure robust protocols between partners for Housing First clients accessing services to improve engagement & service use			
	Review and develop lessons from existing Housing First activity			
Further extend Housing First to 120 service users	120 units of Housing First	Homelessness Team, Housing First Team, GCC HSCP		To report later
Year 3 transition activity	Further extend Housing First to 125 service users	125 units of Housing First	Homelessness Team, Housing First Team, GCC HSCP	To report later
	Evaluation of Housing First mechanism including end to end journey tracking, financial impact assessment & impact on wider rapid rehousing model		GCC, RSLs, Housing First, HSCP	To report later
Year 4/5 transition activity	Further extend Housing First to 250 service users	250 units of Housing First	Homelessness Team, Housing First Team, GCC HSCP	To report later
	Review & improve effectiveness of Housing First model based on evaluation recommendations		GCC, HSCP	To report later
	Work with HSCP & Community Planning Partners to build funding mechanism for Housing First		GCC, HSCP	To report later
	Evidence impact of preventative investment in Housing First		GCC, HSCP	To report later
	Mainstream funding framework for Housing First via the LHS and Strategic Commissioning Plan		GCC, HSCP	To report later

5. Objective 4: To work with Alliance partners to reduce the scale of temporary accommodation in the city

Glasgow City Council is seeking to establish an ambitious Alliance with service provider organisations to end homelessness in Glasgow. The Alliance will plan and deliver a large-scale transformational change agenda across the purchased service sector, re-designing and modernizing the homelessness system in Glasgow.





The vision is that the Alliance will transform purchased homelessness services in Glasgow. Bringing together a range of partners with different expertise, skills and ideas; the Alliance can work in partnership to achieve much more together. Involving people in all aspects of what we do, providers, other stakeholders and most importantly individuals with lived experience, we can ensure that we have services and support in Glasgow that are responsive and flexible to meet individual and changing needs. This is an ambitious approach, requiring commitment and determination to achieve positive outcomes for service users across the city.

The Alliance will work in partnership with individuals with lived experience, statutory services, housing providers and other, to prioritise homelessness prevention, adhering to the principles of Housing Options, and the sustainable resettlement of those who experience homelessness. The Alliance will aim to reduce the risk off/and the time spent homeless in the City.

The Alliance priorities will be aligned to the rapid rehousing transition plan. As we see a reduction in the requirement for temporary accommodation through the delivery of rapid rehousing, we will see a redirection of resources towards community-based housing support services. We will also see a reduction in the use of unsuitable emergency accommodation through the life of the RRTP. Where we do continue to provide communal living settings these will increasingly be underpinned by a trauma model. It is anticipated that the Alliance will become operational by 1 April 2020.

The RRTP plan set a target to reduce the length of stay in temporary accommodation in the City by 50%, which results in a projected decrease in the number of temporary accommodation units. In order to understand how and when this will be delivered over the RRTP transition period, we have commissioned a review of the Glasgow current temporary accommodation portfolio and the development of a temporary accommodation modelling tool which will enable the Glasgow City HSCP to assess how the agreed RRTP vision for future temporary accommodation provision will be delivered and support in the development of a revised Temporary Accommodation strategy.

Objective 4: To upscale the Housing First as the optimum model for homeless households with complex needs				
	Actions & commitments	Targets	Partners	
Year 1 transition activity	1. Set up the Alliance Commissioning Model	Alliance Commissioning in place	GCC, Service provider organisations	
	2. To develop hostel disposal strategy across the City in parallel to revised housing support commissioning model			
Year 3 transition activity	3. Using the Alliance Commissioning model to agree programme of closure of hostels and decommissioning of purchased services	Temporary accommodation decommissioning programme developed	GCC, HSCP, Service Providers	To report later
	4. To initiate process of reducing the number of interim accommodation units by 525 units	303 units of interim accommodation by Year 4	GCC, HSCP, RSLs	To report later
Year 4/5 transition activity	5. To review implementation hostel disposal strategy in parallel to housing support commissioning model	Interim accommodation minimised	GCC, HSCP, Service providers	To report later

6. Objective 5: To invest city resources in delivery of person-centred housing support services

Housing First services use person-centred planning, which essentially involves organising support and treatment around an individual and their needs. This focus reflects the emphasis on choice and control for service users. It can be summarised as Housing First adapting to and organising itself to service users, rather than expecting someone to adjust and adapt themselves to the Housing First service.






Housing First offers support designed to meet individual needs. The focus on choice and control, person-centred planning, a recovery orientation and harm reduction all underpin this fundamental characteristic of a Housing First service. Support is adaptable, flexible and can also be imaginative, responding to each unique set of needs as required. Support intensity can rise and fall with individual need, so that Housing First can respond positively when someone needs more, or less, help on a day-to-day basis.

Glasgow HSCP commissioned Flexible Homeless Outreach Support Services (FHOSS) within each of the 3 localities in Glasgow (South, North West and North East) in 2017 for a maximum of 4 years. These services are a strategic redesign of traditional housing support services to a new assertive, outreach approach to supporting people through their homelessness journey and transitioning them into settled housing. This can also include support to individuals within their own tenancy.

A new city centre hub is being created to help Glasgow's homeless. The multi-agency facility houses a range of services for vulnerable adults with multiple complex needs based on the award-winning City Ambition Network (CAN). The drop-in centre is a collaboration between public and Third Sector organisations. External funding of £150,000 has been secured to set it up with additional support from The Robertson Trust and funding from GCHSCP.

As we implement the RRTP and meet our targets for increased settled lets we will see a requirement to enhance the level of support available within community settings. In order to meet this demand, we will require to rebalance provision away from communal living settings to community-based supports. As we go through the life of the plan, we will set of how this will be achieved. In order to support this work, we will develop a Temporary Accommodation Plan that will take account of the targets set out within the RRTP.

Objective 5: To invest city resources in delivery of person-centred housing support services				
Actions & commitments		Targets	Partners	Score
Year 1 transition activity	1. Build an assertive in reach team to target and care manage the Bellgrove population into settled accommodation through a Housing First pathway	Secure Housing First pathway for Bellgrove clients	GCC, HSCP	
	2. Open City Centre Multi-Agency Hub for chronic rough sleeping population or people at risk of rough sleeping	Improved health interventions Additional Pathway for Housing First	HSCP, Commissioning partners	
	3. Review Pathways for Ex-Offenders and other priority groups	Improved Pathways for at risk groups	HSCP, SPS, Commissioning partners	
Year 2 transition activity	4. Refocus Housing Support work towards enabling housing sustainment in settled housing	Development of person centred support model to homeless people with moderate – high needs	GCC, HSCP, Glasgow Homelessness Network	To report later
	5. Commission Glasgow Homelessness Network to map wider patterns of rough sleeping in order to develop coherent pathways and service responses/			To report later
Year 3 transition activity	6. To implement strategy for 'multiple exclusion homelessness', delivering holistic integrated system	Integrated system across health, social care, housing, independent and voluntary sector	GCC, HSCP	To report later
Year 4/5 transition activity	7. To review the extent to which housing support is fully person centred and the move away from accommodation-based support has been completed.	Fully person centred support	GCC, HSCP	To report later