

# North Lanarkshire Council

## Report

### Housing and Regeneration Committee

approval  noting

Ref SL/LS/LV

Date 19/02/20

### Implementation of Rapid Rehousing Transition Plan Years 1 & 2

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#### Executive Summary

North Lanarkshire's Rapid Re-housing Transition Plan (RRTP) was submitted to Scottish Government on 19 December 2018 in line with the recommendations outlined within the report which Committee approved on 14 November 2018.

The Homelessness and Rough Sleeping Action Group (HARSAG) was set up by Scottish Government in October 2017 to produce short and long-term solutions to end homelessness and rough sleeping. Recommendations from this group have led to a transition to a rapid re-housing approach of which Housing First forms part. Rapid re-housing is about taking a housing led approach for re-housing people that have experienced homelessness by ensuring settled housing as an option as soon as possible rather than lengthy stays in temporary accommodation.

Transitioning to rapid re-housing is an opportunity for the council and its partners to redress the balance of housing and support options availability and accessibility.

The five year plan submitted sets out how North Lanarkshire Council and its partners will move forward from our current position to deliver a future vision. It sets out the changes required in temporary accommodation supply, housing supply and support across all partners to enable settled housing options for homeless households.

The years 1 and 2 action plan within appendix 1 provides a framework to commence work towards delivering the future vision set out within the RRTP based on Year 1 and 2 funding allocation from Scottish Government of £389,000 and £465,000 respectively.

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#### Recommendations

It is recommended that the Committee:

- i. Notes years 1 and 2 RRTP action plan attached as appendix 1.
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## **The Plan for North Lanarkshire**

Priority All priorities

Ambition statement (24) Review and design services around people, communities, and shared resources

## 1. Background

- 1.1 The transitioning to rapid re-housing is an opportunity for the council and its partners to redress the balance of housing and support options availability and accessibility for homeless households.
- 1.2 The RRTP sets out how North Lanarkshire Council and its partners plan to deliver the future vision. It sets out the changes required in temporary accommodation supply, housing supply and multi-agency support to enable settled sustainable housing options for homeless households as quickly as possible.

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## 2. Report

- 2.1 Scotland's vision for rapid re-housing is "To provide a safe and secure home as a base to enable people to build and live their lives. We want to reduce the time people spend in homeless and temporary accommodation to reduce damage to people's health and wellbeing that homelessness causes."
- 2.2 Where homelessness cannot be prevented the intention is to:
  - Ensure a settled, mainstream housing outcome as quickly as possible
  - Minimise transitions and time spent in temporary accommodation
  - Maximise use of mainstream, furnished temporary accommodation within communities
- 2.3 Where people have multiple needs beyond housing the aim will be to:
  - Adopt a 'Housing First' approach for people with complex needs and facing multiple disadvantage, and/or
  - Provide specialist provision within small, shared, supported and trauma informed environments of mainstream housing
- 2.4 "Housing First" provides ordinary, settled housing as a first response for homeless people with complex needs. This approach recognises a safe and secure home with open ended flexible support as the best base for recovery, including ending homelessness by offering choice and control. Evidence suggests it provides sustainable options for people in Scotland, which go beyond traditional forms of supported accommodation. We estimate there are around 100 households within North Lanarkshire who have complex needs. The years 1 and 2 action plan aims to put a framework in place to help deliver North Lanarkshire's "Housing First" approach which has been named "Homes First" to reflect the partnership approach to delivering success. Over the two years, we anticipate being able to deliver the Homes First approach to approximately 10 households per annum as well as enabling rapid re-housing for those who do not meet this criteria.
- 2.5 The RRTP is co-produced with our Health and Social Care Partners, local Registered Social Landlords (RSLs), our Third Sector Housing Support Providers, Womens Aid, VANL and the Fire and Rescue Service. The Steering Group met on a number of occasions to oversee development of the plan with wider consultation workshops taking place on a regular basis. Through this process partners agreed to adopt the planning framework outlined in Scotland's transition to rapid re-housing – 'Rapid Re-housing Transition Plans: Guidance for Local Authorities and Partners', June 2018.
- 2.6 North Lanarkshire's RRTP is informed by local planning and practice intelligence and has been framed by current homelessness market analysis. It sets out the baseline

position for temporary accommodation and housing support, along with requirements required to provide Homes First and rapid re-housing.

2.9 In moving to Homes First and rapid re-housing we will require to support those with most complex needs into their own settled home or pathway to this. The success of this approach is reliant on all partners and stakeholders delivering the commitments outlined within years 1 and 2 action plan, namely:

- Review prevention services
- Create Homes First Team
- Deliver pilot of Homes First
- Deliver pilot of Homes First Pathway in one area
- Development of Self Directed Support criteria for Homes First service users
- Develop and implement joint assessment process
- Develop and implement joint training
- Develop and implement information sharing protocols
- Review GIRFEC Notification process for homeless households with children
- Embed learning from Test for Change in Wishaw/Motherwell to co-ordinate holistic approach to complex needs clients within HSC
- Implement rapid re-housing approach

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### **3. Equality and Diversity**

#### 3.1 Fairer Scotland Duty

The RRTP years 1 and 2 action plan has a significant impact on reducing inequalities of outcome caused by socio-economic disadvantage. An impact assessment has been carried out at an early stage to consider how we can reduce inequalities.

#### 3.2 Equality Impact Assessment

An early equality impact assessment has been carried out for North Lanarkshire's RRTP and has identified a number of positive impacts on particular characteristic groups, specifically older people, disabled people and children and young people. The equality impact assessment will continue to be reviewed and updated as development of the RRTP progresses.

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### **4. Implications**

#### 4.1 Financial Impact

The financial implications of implementing years 1 and 2 action plan within North Lanarkshire can be met through the funding received from Scottish Government.

The Year 1 and 2 action plan identifies the requirements for implementation and delivery of the key tasks for years one and two. Future requirements outlined within the original RRTP will be taken forward when confirmation of future funding is received.

#### 4.2 HR/Policy/Legislative Impact

Non-HRA staffing resources will increase by three FTE posts to deliver Homes First.

The Temporary Accommodation Strategy and Local Housing Strategy will require to be reviewed to accommodate changes that will be determined through the RRTP.

The governing legislation is laid out in Housing (Homeless Persons) Act 1977 which was augmented by Housing (Scotland) Act 1987. This provides the foundation for the modern legislative framework and has since been amended through 34 different forms of legislation and Guidance from Scottish Government.

#### 4.3 Environmental Impact

There are no known environmental impacts resulting from this proposal.

#### 4.4 Risk Impact

There is a potential risk that the Homes First model could place additional pressures onto the existing re-provisioning programme, as there will be a requirement to identify and allocate Scottish Secure Tenancies to those households who meet the Homes First criteria.

There is also risk associated with sustainability of those who are allocated homes through the Homes First and rapid re-housing approaches. This approach will require our wider partnership to have the capacity and resources necessary to provide support, to enable the best chance of tenancy sustainment. Multi-agency, co-ordinated efforts to sustain people in their homes; and to support people for extended periods after they have been re-housed from homelessness, takes commitment and resources that need to be maintained.

Reducing temporary accommodation means we will be moving homeless households into settled housing outcomes as quickly as possible. There is therefore the potential to see an increase in homeless applications during the initial piloting and implementation of the new approach, with a higher proportion of allocations to this category.

There is a need for a non-contractual extension to our existing housing support contracts to enable us to consult, tender, commission and evaluate a third sector housing support alliance which will deliver services to Homes First and Homes First Pathway households with a view informing the re-shaping of future housing support provision to meet Homes First needs. Delivery of Homes First and Homes First Pathway is dependent on successful commissioning of this service. This is subject of another report being presented to this committee.

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### **5. Measures of success**

- 5.1 The measure of success would be successful implementation of the action plan for years one and two in collaboration with our partners and stakeholders. A successful RRTP will provide early interventions to prevent homelessness and where homelessness occurs ensure settled accommodation is made available as quickly as possible.

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### **6. Supporting documents**

- 6.1 Appendix 1 – RRTP Year 1 and 2 Action Plan.

A handwritten signature in dark ink, appearing to read 'S. Llewellyn', with a stylized, cursive script.

**Stephen Llewellyn**  
**Head of Housing Solutions**



	<ul style="list-style-type: none"> <li>- Role and remit</li> <li>- Hours of work</li> <li>- Grade / Salary scale</li> <li>- Service</li> <li>- Location/Refurb office space</li> <li>- HSC to recruit for HSC person</li> <li>- Housing to recruit Housing &amp; Admin Support</li> </ul> <ul style="list-style-type: none"> <li>• Case Management &amp; Reporting</li> <li>• Determine role of Care Inspectorate/Registration requirements</li> <li>• Liaison with Prison</li> <li>• Links to: HSC high end users Test of Change, SDS, Income Maximisation, Suicide Prevention, specialist Domestic Abuse and Children &amp; Families Services</li> <li>• Links to children and families services</li> <li>• Equalities considerations</li> <li>• Develop consistent approach across localities</li> <li>• Develop processes and procedures for implementation of Homes First Pathway and Homes First</li> <li>• Transitioning to mainstream services</li> <li>• Location</li> </ul>			Gillian Whitehead / Audrey Johnstone / Nicola Pettigrew
4. Delivery of Homes First Pilot	<ul style="list-style-type: none"> <li>• Create <b>Homes First Working Group</b> to identify, develop and agree: <ul style="list-style-type: none"> <li>- Eligibility criteria</li> <li>- Year 1 clients (5)</li> <li>- Properties</li> <li>- Housing support requirements</li> <li>- Health and social care requirements</li> <li>- Self-directed support requirements</li> </ul> </li> </ul>	Homes First Working Group	Feb 2020	<b>Elspeth Russell</b> Gillian Whitehead / Alison Clarke / Robin Wallace / Fin Smith /

	<ul style="list-style-type: none"> <li>- Education requirements</li> <li>- System markers</li> <li>- Exit strategy</li> <li>- Income maximisation</li> <li>- Develop and manage links to HSC High End User Team</li> </ul> <ul style="list-style-type: none"> <li>• Complete mapping exercise -where we are now/where do we need to be</li> </ul>	HF Delivery Co-ordinator	March 2020	HF Housing Services Manager
5. Delivery of Homes First Pathway Pilot	<ul style="list-style-type: none"> <li>• Complete mapping exercise -where we are now/where we need to be</li> <li>• These elements the same as Homes First: <ul style="list-style-type: none"> <li>- Eligibility criteria</li> <li>- Year 1 clients (3)</li> <li>- Properties</li> <li>- Housing support requirements</li> <li>- Health and social care requirements</li> <li>- Self-directed support requirements</li> <li>- Education requirements</li> </ul> </li> </ul> <p><u>Tender Process</u> Create <b>Pathway Working Group</b> to identify, develop and agree 24/7 housing support provision:</p> <ul style="list-style-type: none"> <li>- Referral process</li> <li>- Brief</li> <li>- Tender contract</li> <li>- Monitor and evaluate impact of approach</li> </ul>	HF Delivery Co-ordinator  Homes First Working Group  Pathway Working Group  £224,000	March 2020  February 2020  Mar 2020	HF Housing Services Manager  HF Housing Services Manager / Gillian Whitehead / Alison Clarke Robin Wallace / Fin Smith /  Lee Valentine / Claire Henry / Jamie Pettigrew /Pauline Izat

	<ul style="list-style-type: none"> <li>- Consider online portal requirements</li> </ul>			
6. Develop Self Directed Support Criteria	<ul style="list-style-type: none"> <li>• Create <b><u>SDS Working Group</u></b></li> <li>• Develop Criteria</li> <li>• Agree process and procedure for application and award of SDS</li> <li>• Potential to increase funding through ADP award to HSC for test of change for those with Addiction issues.</li> </ul>	£40,000  SDS Working Group	Dec 2019	Lynne MacDonald / Audrey McGuinness / Angie Cook / Susan Paterson / Financial Inclusion
7. Develop and implement joint assessment process	<ul style="list-style-type: none"> <li>• Review existing assessment processes</li> <li>• Develop criteria</li> <li>• Agree assessment model (outcome star)</li> </ul>	In kind	Feb 2020	Claire Henry / Robin Wallace / Audrey McGuinness
8. Develop joint training plan	<ul style="list-style-type: none"> <li>• Review existing workforce development plans across partners</li> <li>• Consider and agree input and resources across partners</li> <li>• Identify specific requirements of each partner</li> <li>• Produce and implement joint training plan</li> </ul>	Audrey McGuinness	Mar 2020	Audrey McGuinness / Learning and Organisation Development (Isabel Brownlie)
9. Develop and implement information sharing protocols <ul style="list-style-type: none"> <li>- Homes First Team</li> <li>- RSL's</li> </ul>	<ul style="list-style-type: none"> <li>• Create <b><u>Information Sharing Working Group</u></b></li> <li>• Review existing data sharing arrangements within the partnership</li> <li>• Consider and embed good practice</li> <li>• Consider GDPR and legal requirements</li> </ul>	Information Sharing Working Group	Feb 2020	Elsbeth Russell / Heather Kelly / Fin Smith / Tracey Harper / Audrey McGuinness
10. Embed learning from Test for Change in Wishaw/Motherwell to co-ordinate holistic approach to complex needs clients within HSC	<ul style="list-style-type: none"> <li>• Review recommendations</li> <li>• Implement findings to become part of mainstream services</li> </ul>	-	Mar 2020	Elsbeth Russell / Claire Henry / Pauline Izat/Lee Valantine

11. GIRFEC Notification process review	<ul style="list-style-type: none"> <li>Review process for notifying Education of children affected by homelessness to ensure consistency of reporting and action taken</li> <li>Information sharing arrangements to be agreed</li> <li>Consider findings from SLWG for children affected by homelessness and implement recommendations where possible</li> </ul>	-	Feb 2020	Elaine Johnstone / Alison Clarke
12. Implement Rapid Rehousing	<ul style="list-style-type: none"> <li>Create <b>Rapid Rehousing Working Group</b> within Housing to progress: <ul style="list-style-type: none"> <li>Identify current households in temporary accommodation for 12+ months</li> <li>Develop criteria for flipping temporary tenancies to SST</li> <li>Implement criteria for creating SST for households in temporary accommodation</li> </ul> </li> <li>Agree lettings targets specific to each RSL's</li> </ul>	RR Working Group	Mar 2020	Tracey Harper / Lesley Munro / Audrey McGuinness / Bob Brownlie / Karen McGettigan
13. Deliver projects supported through ADP to improve health and wellbeing for children, young people and families affected by domestic abuse, alcohol and substance use	<ul style="list-style-type: none"> <li>Recruit Housing Support Worker to support children, young people and families</li> </ul>	ADP Funding	Mar 2021	Heather Kelly, Barnardos