

## Appendix 2 Housing Related Support Review – Key Principles and Features of a new model

### Principles

- Providing support to vulnerable people
- Early Intervention & Prevention should be key
- Integrated Support
- Client complexity should be addressed
- Person Centred
- Safeguarding
- Streamlined pathways – easy to navigate and access
- Flexible & Responsive
- Timely and planned
- Whole family approach
- A focus upon recovery and maintenance
- Building resilience
- Aspirational in approach
- Restorative
- Peer mentoring
- Choice

### Key Outcomes (not exhaustive list at this stage)

- Minimise use of temporary accommodation
- Settled accommodation and tenancy sustainment
- Supporting people to achieve and maintain independent living

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Key Features - What Does This Look Like / Benefits	Further considerations
<p>1. <u>Single Adult Floating Support Service</u></p> <ul style="list-style-type: none"> <li>• Generic service with multi-skilled workforce with specialisms built in (not clinical or professional) for families and singles – not client group specific</li> <li>• Person centred support with a flexible length of stay and opportunities for re-engagement</li> <li>• There should be clear pathways onwards into non-commissioned specialist clinical or professional services (mental health or drug &amp; alcohol)</li> <li>• Clear pathways also for hospital discharge and leaving prison</li> <li>• A triage system should be in place</li> <li>• Consideration should be given to virtual locality based teams to develop local knowledge and connections. This would also assist in managing staff time effectively</li> <li>• Staffing would be flexible in caseload management – support matched to need rather than caseload/contract requirements</li> <li>• Consideration will be given to equal access to services and equality and diversity.</li> <li>• A service to meet the needs of rough sleepers and beggars would still be required.</li>   <li>• Will allow for simplified access to services, increased flexibility and better management of waiting lists</li> <li>• Service users will be able to access services quicker</li> <li>• Service standards would need to be agreed and included in specifications (waiting times, service length etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Flexibility in length and type of support – the Performance Framework will need to capture service user journey and distance travelled.</li> <li>• The core role of the housing related support worker should be defined in the specification. This will maximise resources to ensure that statutory and commissioned services are complementary.</li> <li>• Service standards could be benchmarked from current services</li> <li>• Branding and choice – need to ensure service user choice is available</li> <li>• The cost implications of an area based model need to be explored</li> </ul>
<p>2. <u>Single Gateway with multiple access points (SPOC)</u></p> <ul style="list-style-type: none"> <li>• A shared database (IT Solution) - a service user accesses the services at one point and this is recorded along with their journey and outcomes</li> <li>• Single shared client assessment – service users will only need to tell their story once</li> <li>• Shared client data/risk assessment. The existing referrals process and limited information sharing may be limiting the potential outcomes for service users.</li>   <li>• Consistency for staff and service users in forms/tools used and reduced duplication</li> <li>• Shared systems support the outcomes and recommendations from recent serious case</li> </ul>	<ul style="list-style-type: none"> <li>• System development would need to be built in and this requires provider consultation. Could be a phased approach.</li> <li>• Explore opportunities for using/developing existing systems</li> <li>• Ownership of the system would need to be with the Council</li> <li>• The system would need to read across to the</li> </ul>

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<p>reviews</p> <ul style="list-style-type: none"> <li>• Forms an integral part of the commissioning Performance Framework as information will feed directly into the reporting system reducing resource requirement for both providers and commissioners</li> <li>• Increasingly robust data and intelligence to inform performance assessments and to effectively plan future services and commissioning (for providers and commissioners)</li> </ul>	<p>Domestic Violence Front Door Safeguarding Hub</p>
<p>3. <u>Multi Agency Teams</u></p> <ul style="list-style-type: none"> <li>• In general, improved joint working with streamlined pathways and referral points across all provision</li> <li>• The ambition would be for specialist professional mental health and drug and alcohol support to be part of the programme</li> <li>• Primarily involved in the delivery of intensive programmes of accommodation based support for individuals with complex needs</li> <li>• The case conferencing approach should be embedded</li>   <li>• Timely access to the right support</li> <li>• Meeting the needs of service users with multiple and complex issues</li> </ul>	<ul style="list-style-type: none"> <li>• Consideration should be given to how Forward Leeds and mental health provision could be integrated in future.</li> <li>• Further work is required to assess demand and capacity of intensive accommodation provision.</li> </ul>
<p>4. <u>Locality Working</u></p> <ul style="list-style-type: none"> <li>• Area based working across the programme would allow for the development of local expertise &amp; knowledge</li> <li>• This would assist in developing relationships with local Housing Officers, Forward Leeds, Neighbourhood Networks, third sector groups, private landlords.</li> <li>• Word of mouth could encourage others to access the services early</li> <li>• Support workers would have a role in building resilience by fostering social / community links</li> </ul>	
<p>5. <u>Continuity of Support</u></p> <ul style="list-style-type: none"> <li>• Support should following the service user (same support worker). There is recognition</li> </ul>	<ul style="list-style-type: none"> <li>• Consideration needs to be given to the model in relation to the ongoing support</li> </ul>

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<p>that this may not be possible in all circumstances.</p> <ul style="list-style-type: none"> <li>• This should include consistency through transition – Pre-tenancy to ongoing support in permanent accommodation and where service users leave supported accommodation</li> <li>• Peer support/befriending/volunteering could offer ongoing low level support when the service withdraws</li> <li>• Re-engagement with support should be part of the model to prevent crisis</li> <li>• Consider the use of a ‘navigator’ role for more complex clients</li> <li>• Support worker should manage the transition to complementary and ongoing services</li> </ul>	<p>being provided to those leaving accommodation based services</p>
<p>6. <u>Integrated working with Strategic Housing - Leeds Housing Options (LHO) / Housing Leeds</u></p> <ul style="list-style-type: none"> <li>• Ensure that close and effective working relationships are developed with LHO staff, Health and Housing and Housing (Support) Officers</li> <li>• The commissioned services need to play a key role in early intervention and prevention activity receiving referrals from Housing and case conferencing and providing feedback to referrers</li> <li>• Housing assessments should inform support packages and referrals made to commissioned services</li> <li>• Information sharing is needed to deliver a coherent, streamlined city offer for service users.</li> <li>• Pre-tenancy support should be offered to those near the top of waiting lists for properties</li> <li>• Where appropriate, floating support could be offered to those where a preventative measure has been actioned e.g. homeless at home, private rented sector bond issued</li> <li>• Where a need is identified, floating support providers should also be engaging with those supported to access a private sector tenancy via LHO.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to consider how effective information sharing be facilitated.</li> </ul>
<p>7. <u>Peer / Befriending / Volunteer Support</u></p> <ul style="list-style-type: none"> <li>• This provision of ongoing low level support should be integral to the model</li> <li>• This can be a rewarding experience for both the service user and volunteer who provides a positive role model within the service</li> <li>• It is often an opportunity for skills development</li> <li>• Embedding this within the model contributes to the vision of an aspirational service which builds resilience</li> </ul>	

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<ul style="list-style-type: none"> <li>• Peers and volunteers can assist with local knowledge and community integration combatting social isolation</li> <li>• This would be a proven cost effective means of maintaining low level support for a longer period of time.</li> </ul>	
<p>8. <u>Young People's Services</u></p> <ul style="list-style-type: none"> <li>• Overall, the current model is well received, recently reviewed and working well.</li> <li>• The model is fairly integrated and involves close working with LHO and Children's Services (joint funded)</li> <li>• Ofsted were complimentary about the services at the recent inspection</li> <li>• The proposed model for HRS rolls out some of the key principles from the current young person's services</li> <li>• There are currently some unknowns in relation to the uncertainty over welfare changes for those under 21 and likely impact on need and any future service model</li> <li>• Young People's HRS services could be re-commissioned as a Phase 2 in 2018 following a joint review with Children's Services.</li> <li>• A re-commissioned model could be integrated with the wider model in terms of performance management and databases.</li> </ul>	<ul style="list-style-type: none"> <li>• There would be risks associated with developing a new model with the current uncertainty in relation to benefit changes.</li> <li>• There is a need to understand more about the numbers of young people in care / leaving care</li> <li>• Client complexity is an issue but can continue to be discussed in the context of the current overall model</li> </ul>
<p>9. <u>Mental Health Accommodation</u></p> <ul style="list-style-type: none"> <li>• Joint work is currently taking place in the city to develop the Mental Health Framework and determine the city wide offer. It makes sense to work with Adult Social Care and Health on this and await the outcome.</li> <li>• In the interim HRS would continue to support the provision of four accommodation based services</li> </ul>	<ul style="list-style-type: none"> <li>• It would not provide best value for the city to commission these services in isolation from the wider Framework.</li> </ul>
<p>10. <u>Emergency Accommodation</u></p> <ul style="list-style-type: none"> <li>• There is a need for direct access very short term accommodation for assessment and appropriate move on</li> <li>• Licence agreements would be used in this accommodation.</li> <li>• Accessible city centre emergency provision for out of hours and those with no recourse</li> </ul>	

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<p>to public funds required.</p> <ul style="list-style-type: none"> <li>• The provision would need to be flexible to respond to changes in demand</li> <li>• This needs to include 24 hour access for families and singles</li> <li>• These services would need to work closely with Leeds Housing Options to ensure the Council can meet its statutory duty.</li> <li>• A package of support and re-housing would be offered.</li> </ul>	
<p>11. <u>Temporary Accommodation</u></p> <ul style="list-style-type: none"> <li>• The model should minimise the number of moves people need to make which can lead to instability</li> <li>• A focus on planned moves</li> <li>• Provision should include intensive supported accommodation environments where the more complex clients receive wrap around support. This should include separate provision for women and men. (See section 3 above). Service users would move on from this provision into their own tenancies with ongoing support.</li> <li>• Dispersed community accommodation should be available where individuals would receive floating support.</li> <li>• These would be flexible tenancies to accommodate all client groups</li> <li>• The model needs to consider whether specific accommodation is required for high risk offenders</li> <li>• The provision of accessible and fire proof accommodation will be considered as part of the model</li> <li>• Overall reduction in the number of accommodation units is anticipated with an increase in service users receiving support in their own tenancies.</li> <li>• All properties should be inspected for quality purposes</li> </ul>	<ul style="list-style-type: none"> <li>• Accommodation should be available across the city</li> <li>• Further consideration needs to be given to whether a hub and spoke locality based model would be beneficial for service users</li> <li>• Pathways through the accommodation services need to be developed to fully consider move on and potential bottlenecks</li> <li>• Consideration to be given to whether there could be the opportunity for tenancies to be converted to permanent</li> <li>• Further consultation required to consider pathways for complex clients and those not engaging</li> <li>• Work is ongoing to consider the provision of accommodation for those with drug and alcohol issues and offenders.</li> </ul>
<p>12. <u>Private Rented Sector</u></p> <ul style="list-style-type: none"> <li>• Develop linkages between commissioned provision and the Council’s Private Sector Housing Team and Leeds Housing Options Private Sector Team.</li> <li>• Ensure supported clients who move into alternative private rented accommodation have the opportunity to have the property inspected so that it meets the Council’s minimum</li> </ul>	<ul style="list-style-type: none"> <li>• Greater regulation and inspection of private rented options could reduce the options available to service users</li> </ul>

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<p>safety and hazard standards.</p> <ul style="list-style-type: none"><li>• Commissioned provision should link in to Private Sector Housing Team should clients be living in poor quality or hazardous private rented accommodation.</li><li>• Access to quality private rented properties for clients within commissioned provision should be improved by creating better links with these teams.</li><li>• Commissioners to focus on stimulating the private sector market and to drive quality up through developing landlord contacts and improving accredited and approved landlord lists. Work with landlords to mitigate risks and increase confidence in tenancy sustainment.</li><li>• Encourage private rented tenancies in a wide range of locations throughout the city.</li><li>• Ensure sustainability for clients within private sector accommodation and promote the sector as a viable long term option or stepping stone to independent living.</li></ul>	
<p>13. <u>Innovation</u></p> <ul style="list-style-type: none"><li>• A grant pot could be made available to commissioned providers to stimulate innovation, to test out new ways of working / approaches and the invest to save model.</li><li>• This would add to the flexibility of the model</li></ul>	