Leicester
City Council

MEETING OF THE OVERVIEW SELECT COMMITTEE

DATE: **THURSDAY, 5 APRIL 2018**
TIME: **5:30 pm**
PLACE: **Meeting Room G.01, Ground Floor, City Hall, 115 Charles Street, Leicester, LE1 1FZ**

Members of the Committee

Councillor Singh (Chair)
Councillor Govind (Vice-Chair)

Councillors Cank, Cutkelvin, Grant, Gugnani, Khote, Dr Moore, Newcombe, Porter and Unsworth

Youth Council Representatives

To be advised

Members of the Committee are invited to attend the above meeting to consider the items of business listed overleaf.

For Monitoring Officer

Information for members of the public

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Julie Harget, Democratic Support Officer on 0116 454 6357.   Alternatively, email julie.harget@leicester.gov.uk, or call in at City Hall.

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PUBLIC SESSION

AGENDA

NOTE:

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1.   APOLOGIES FOR ABSENCE

2.   DECLARATIONS OF INTEREST

Members are asked to declare any interests they may have in the business to be discussed.

3.   CHAIR'S ANNOUNCEMENTS

4.   MINUTES OF THE PREVIOUS MEETING   Appendix A

The minutes of the meeting of the Overview Select Committee held on 1 February 2018 are attached and the Committee will be asked to confirm them as a correct record.

5.   PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

6.   QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer to report on any questions, representations or statements of case received.

7. PETITIONS

The Monitoring Officer to report on any petitions received.

8. TRACKING OF PETITIONS - MONITORING REPORT   Appendix B

The Monitoring Officer submits a report that updates Members on the monitoring of outstanding petitions. The Committee is asked to note the current outstanding petitions and agree to remove those petitions marked 'Petitions Process Complete' from the report.

9. QUESTIONS FOR THE CITY MAYOR

The City Mayor will answer questions raised by members of the Overview Select Committee on issues not covered elsewhere on the agenda.

10. HOMELESSNESS REVIEW AND STRATEGY   Appendix C

Following consultation on the draft homelessness strategy, the Director of Housing submits a report on the new homelessness strategy which sets out the Council's vision and goals for preventing and addressing homelessness in Leicester. The report on the Homelessness Review and Strategy is being brought to the Overview Select Committee in response to their request for the strategy to be shared with them.

11. DRAFT EQUALITY STRATEGY AND ACTION PLAN   Appendix D
2018 - 2022

The Director of Delivery, Communications and Political Governance submits a report that provides an overview of the feedback from engagement with staff, which helped to support the development of the draft Equality Strategy and Action Plan 2018-2022. The Overview and Select Committee is requested to note and comment on the draft Equality Strategy and Action Plan.

12. EMPLOYEE ABSENCE REDUCTION PROJECT   Appendix E

The Committee will receive a power-point presentation on the Employee Absence Reduction Project. A copy of the presentation is attached at Appendix E.

13. REPORT OF THE FINANCE TASK GROUP   Appendix F

The Committee will receive the report of the Finance Task Group which met to consider the following Finance Reports:

a) Revenue Monitoring Report Period 9, 2017-2018 (Appendix F1)
b) Capital Monitoring Report Period 9, 2017-2018 (Appendix F2)

The minutes of the meeting of the Finance Task Group held 21 March will be circulated when they become available.

14.   SCRUTINY COMMISSIONS' WORK PROGRAMMES

Scrutiny Commission Chairs will be given an opportunity to update the Committee on the work of their Commissions.

15.   OVERVIEW SELECT COMMITTEE WORK   **Appendix G**
        PROGRAMME

A work programme for the Overview Select Committee is attached. The Committee is asked to consider this and make comments and/or amendments as it considers necessary.

16.   PLAN OF KEY DECISIONS   **Appendix H**

Members are asked to consider the Plan of Key Decisions and comment as they see fit.

17.   ANY OTHER URGENT BUSINESS

![Leicester City Council logo]

Leicester
City Council

<u>Minutes of the Meeting of the</u>
<u>OVERVIEW SELECT COMMITTEE</u>

Held: THURSDAY, 1 FEBRUARY 2018 at 5:30 pm

P R E S E N T :

<u>Councillor Singh (Chair)</u>

Councillor Cank   Councillor Gugnani
Councillor Cleaver   Councillor Khote
Councillor Cutkelvin   Councillor Dr Moore
                        Councillor Porter
                        Councillor Unsworth

<u>Also present:</u>

Sir Peter Soulsby   City Mayor

* * *   * *   * * *

62.   APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Govind and Councillor Grant.

Councillor Newcombe had also submitted his apologies. Councillor Cleaver was his substitute for the meeting.

63.   DECLARATIONS OF INTEREST

No declarations of interest were made.

64.   CHAIR'S ANNOUNCEMENTS

The Chair made no announcements.

65.   MINUTES OF THE PREVIOUS MEETING

AGREED:
            that the minutes of the meeting of the Overview Select Committee held 14 December 2017 be confirmed as a correct record.

66. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

The Chair explained that a report on the Homeless Strategy had been considered at the Housing Scrutiny Commission, but because of its wide ranging implications, it had been agreed that it would also be considered at the Overview Select Committee. The Chair added that the issue of homelessness was a strong concern amongst Members.

The City Mayor responded that the problems experienced by the homeless, such as rough sleepers were very complex. He had recently been involved in meetings in Washington, U.S.A. where the problems of homelessness had been discussed. Central Government agencies there were looking to provide a roof over their heads, but many of the Mayors there, believed as he did that it was also necessary to work closely with the relevant partners to address mental health problems. The City Mayor added that the issues around homelessness that Leicester were experiencing also applied in many cities around the world.

67. QUESTIONS, REPRESENTATIONS AND STATEMENTS OF CASE

The Monitoring Officer reported that there were no questions, representations or statements of case.

68. PROGRESS ON ACTIONS AGREED AT THE LAST MEETING

The Monitoring Officer reported that there were no petitions.

69. TRACKING OF PETITIONS - MONITORING REPORT

AGREED:
> that the report be noted and petitions referenced 27/09/2017, 14/07/2017/1, 28/09/2017 marked 'petitions process complete' be removed from the monitoring report.

Action	By
To remove the petitions referenced 27/09/2017, 14/07/2017/1, 28/09/2017, marked 'petitions process complete' from the Monitoring Report.	Democratic Support Officer

70. QUESTIONS FOR THE CITY MAYOR

Government Funding for Adult Social Care

Councillor Cleaver asked the City Mayor if he would give his support to a letter that was going to be sent to the Secretary of State with responsibility for funding Adult Social Care. A recent report had stated that approximately 150

Directors for Adult Social Care had expressed strong concerns as to how Adult Social Care budgets could be managed with the level of funding provided.

The City Mayor responded that he would be pleased to read the letter and while he would need to see more detail, he anticipated that he would be able to give his support. Directors across the Country, from the different political persuasions were expressing their strong concerns as to the level of funding for Adult Social Care. The City Mayor added that the City Council's budget for this service was increasing despite the reduction in the overall Government Grant. The demand for support from the Adult Social Care Service was growing; there was an ageing population as well as a growing number of people of working age with complex issues who needed support.

Council Policy relating to suitability for Children at Leicester Theatres

Councillor Dr Moore asked the City Mayor if there was a general policy regarding the admittance of babies and young children to certain types of performances at Curve or De Montfort Hall. Not all performances were suitable for young children.

Councillor Dr Moore was advised that a response to this query would be sought from Curve and De Montfort Hall.

Action	By
For information to be sent to Councillor Dr Moore regarding a policy at Curve and De Montfort Hall regarding the admittance of babies and young children to performances.	Director of Finance to coordinate responses and forward to Councillor Dr Moore.

Funding Grant to a business in the Cultural Quarter

Councillor Porter stated that a significant grant had been given to a business in the Cultural Quarter, and subsequently it became know that the business involved a relation of the City Mayor. He questioned whether the grant should be given back to the council. The City Mayor responded that the grant had been approved by Councillor Waddington; he understood that the funding had been given to a third party. He added that it would be wrong of him to interfere with either the giving or negating of the funding grant and it was appropriate that he should not get involved in such decisions.

Leicester City Council's use of outsourcing

Councillor Cutkelvin referred to the current situation with Capita and Carillion and asked the City Mayor as to the extent that Leicester City Council used outsourcing companies.

The City Mayor responded that in general he preferred the council to provide services in house, though at times it was more appropriate to bring in specialist

services or consultants. The Director of Finance stated that there were some contracts with Capita which were part of their core business. The Director added that procurement was managed carefully and the risk with Capita was manageable.

Homelessness and Social Impact Bonds

Councillor Cutkelvin stated that Andy Burnham, the Mayor of Greater Manchester Mayor had previously announced news of a social impact bond for £2m which would be put towards their homeless strategy. She asked whether the council had considered the use of such bonds.

The Director explained that the Council had previously given consideration to a model of social impact bonds in relation to Children's Services; but instead they had opted for Multi Systemic Therapy, whereby the Council made the investment but benefited by the avoidance of children going into care. With social impact bonds, the investment came from a different source and money from the savings made was re-paid over a number of years. Social impact bonds needed to be considered very carefully but the Director said she would be happy to look into the Greater Manchester model.

Councillor Cutkelvin stated that in Greater Manchester, an inter-agency workforce had been working to engage with rough sleepers and others who were hard to reach, and as part of this initiative were providing free accommodation for a year. The aim was to give them some stability in their lives, which was particularly helpful for people with problems around substance misuse. Councillor Cutkelvin commented that she recognised that Leicester did not have the financial resources to offer the same but she thought it would be useful to watch what was happening there.

The Chair commented that Leicester had the highest rate of people of working age who claimed social welfare, yet the Government kept cutting funding to the city which impacted on services to the most vulnerable.

The City Mayor replied that some colleagues had been to London to look at what was happening at St Mungo's and the experiences from that charity, Greater Manchester and from his own visit to Washington would help inform Leicester's own homeless review.

Empty Shops in the City Centre

Councillor Cank stated that members of the public had expressed concerns as to the number of empty shops in the city centre and she asked whether the reasons for this were known.

The City Mayor responded that while online shopping was becoming increasingly popular, the City Centre Director had reported that the town centre was vibrant and the overall picture was very encouraging. A copy of this report would be circulated to Commission Members. Feedback from shop owners demonstrated their confidence arising from investment and improvements in

public space. Additionally, retailing was only part of the city centre offer, as coffee shops, restaurants and cinemas were all thriving. Councillor Porter expressed a view that the policy was not working because empty shops were evident in the town centre. The City Mayor disagreed and responded that the evidence showed that the city centre was thriving and this could be seen by the success in the Lanes where there were specialist independent shops and people willing to invest.

Councillor Cank asked whether some of the empty shops could be used for start-up retail units to enable people such as graduates to start a business at reduced rates. The City Mayor responded that the Council had limited ability to reduce rates, but it had some ability to reduce rents on properties they owned. He would be happy to explore this issue and invited Councillor Cank to be involved in future discussions.

Action	By
To circulate a report on Leicester City Centre to Commission Members	The Director of Tourism, Culture and Inward Investment
For Councillor Cank to meet up with the City Mayor and the Director of Tourism, Culture and Inward Investment for discussions as to the possibility of offering empty retail units for start-up retail units.	The Director of Tourism, Culture and Inward Investment

Outer City Estates

Councillor Unsworth expressed concern about the situation in the outer estates where he said there were people who lacked the confidence to gain new employment skills. He said that there were not always the opportunities to enable them to retrain.

The City Mayor responded that there were various ways in which the Council intervened to provide employment or enabled people to acquire the employment skills they needed. However he found it particularly frustrating in relation to skills provision, that there was a lack of coordination. The Council were not in a position to work with employers and skills providers to ensure that the skills taught were tailored to meet the needs of the individuals and the needs of the employers.

The City Mayor added that the Council had a proud record in creating jobs; since he had been elected over 4300 jobs had been created through investment and schemes such as Leicester to Work. This was a tangible result and a good record although there was still more that could be done. He would shortly be announcing details about the Five Cities Project in which he and four other Mayors would be participating. The project was a Government initiative to support people from under- represented groups to become apprentices.

City Mayor's announcement - Government funding of £10m

With the sanction of the Chair, the City Mayor announced that he had met earlier that day with the Chancellor of the Exchequer and the Secretary of State for Housing and Local Government. The Government had given approval for an award of £10m for infrastructure (predominately for highways) to unlock further development at 60 acres of land at Ashton Green.

The City Mayor had received the endorsement of the Government to break up the area into manageable parcels of land, which with the funding for infrastructure would be much more commercially viable for developers. Previously, developers had been unwilling to take on the whole area of land which would also have involved building the infrastructure such as highways before any housing could be built.

The funding for the infrastructure could result in the building of 300 new homes; 30% of which it was anticipated would be affordable homes. As the Council owned the land, would be doing the planning and providing the infrastructure, they could be more certain that those affordable homes would be built.

Councillor Porter stated that the development was originally intended to be environmentally friendly and sustainable and he questioned whether there would be any dilution of those targets. He also asked whether there would be opportunities for self-build. The City Mayor responded that the Deputy City Mayor would be very keen that the development would be sustainable and that the development would achieve the highest standards that were reasonably achievable. The City Mayor expressed doubts that the parcels of land on Ashton Green would be appropriate for self-build but thought there were more manageable inner city sites which may be more suitable. He said that he would talk to colleagues and update Councillor Porter on this issue.

Councillor Unsworth commented that the Council might be able to learn from Bristol as they had used brown field sites for high quality build at an economic price.

The Chair concluded the discussion and commented that the news was excellent and fully endorsed by the Commission.

Action	By
For further information on possible sites for self-build to be sent to Councillor Porter	The Director of Planning, Development and Transportation.

71. DRAFT GENERAL FUND REVENUE BUDGET 2018/19 TO 2020/21

The Director of Finance submitted the Draft General Fund Revenue Budget 2018/19 to 2020/21. Members were asked to comment on the budget prior to

its consideration at the meeting of Council on 21 February 2018. The budget had been considered by different Scrutiny Commissions and minute extracts of those meetings had also been presented to the Committee for consideration.

The Chair referred to the significant reductions in government grant and stated that the considerable pressure arising from the numbers of older people requiring care and increases in looked after children meant that between 2010/11 and 2019/20 spending on all other services would fall from £192m to an estimated £85m. This was a cut of 62% in real terms. It would therefore be necessary to use some of the reserves and carry out a further round of spending reviews in order to balance the budget.

The City Mayor reported that the level of cuts the Government had made in the Revenue Support Grant was unprecedented and had led to the Council having to make extremely difficult decisions. The City Mayor added that there were four separate budgets:

1) The Schools' Budget, funded by grant, is paid to the Council and then paid out to schools.
2) The Housing Revenue Account – this is funded from tenants' rents and can only be used for their benefit.
3) The Capital Budget that is spent on tangible projects. The majority of the capital budget will be spent on school places but also on projects around the city and on highways and transportation.
4) The General Fund Revenue Budget which is spent on all other running costs of the Council.

The City Mayor stated that he would be recommending to Council that they adopted the maximum amount of Council Tax increase that was allowed, i.e. 6%. He took no pleasure in making this recommendation but it was an increase that was necessary in order to lessen the impact of the cuts the Council needed to make. This increase would raise approximately £6m. There was also a cost associated with the council workers' pay award; but this was not yet settled and the Unions have recommended rejection of the offer made. The City Mayor added that he was of the firm belief that the Government had a responsibility to ensure that local authorities could pay their workforce a living wage; and this was the point that Leicester and other authorities of different political persuasions would be making to the Government.

Councillor Dr Moore commented that the Children, Young People and Schools Scrutiny Commission had given careful attention to the budget and the Members felt that there were provisions there to protect children and vulnerable people. Many of Leicester's population were deprived and there were over 600 looked after children and also over 600 children at risk, who needed care plans. Councillor Dr Moore commented that she believed that this was a result of austerity and the significant pressure that parents were under when struggling to manage on a limited budget. Councillor Dr Moore referred to the highways budget and asked for a more detailed breakdown to see whether there was some flexibility there, as there were concerns that the Children's Services budget might not meet demand. The Director commented that highways budget

included money for highways maintenance and concessionary fares, which the Council were obliged to provide. Further details were included in the appendices to the report but she would be happy to provide a breakdown for Councillor Dr Moore and any other Councillor as requested.

Councillor Porter stated that from 2013, the Coalition Government changed some procedures to allow local authorities to choose how it spent its Revenue Budget. The City Mayor confirmed that this was the case, though some areas such as Public Health, within the Revenue Budget were ring-fenced.

Councillor Porter asked whether there were any incentives for staff if they could suggest ways of saving money. The Director responded that there was an active staff suggestion scheme, but financial rewards were not given as staff were driven by the desire to make economies which in turn saved jobs. The Director added however that she would forward this suggestion to the Director of Delivery, Communications and Political Governance.

Councillor Porter questioned whether it was time the City Council stopped subsidising the Park and Ride Scheme as it provided more benefit to the County residents than to the City residents. He said that the money saved could be better used for the benefit of children. The City Mayor replied that the Park and Ride Scheme predated his appointment as City Mayor so he did not know why certain sites were chosen, but he had concerns that, for example, the Birstall site was not located on the most appropriate site. The department is trying to reduce the subsidy on both the Birstall and Meynells' Gorse site to zero but he believed that the park and ride schemes not only benefitted the user, but the reduction in the number of cars on the road, benefitted other road users too.

Councillor Cutkelvin commented that the biggest revenue spends were within Adult Social Care and Children's Services, and within Children's Services a significant cost related to Looked After Children. She felt that it would be prudent for the Corporate Parenting Forum to be scrutinising this issue further. It was an issue that spanned different scrutiny commissions and it was important to understand the issues better. The City Mayor responded that the Corporate Parenting Forum had an important role but it did not have a scrutiny function. It was however an area that was worth additional consideration; as the costs of taking children into care were a significant part of the budget, particularly when they were placed out of area. There was also a question to be asked as to whether the right children were being taken into care. Councillor Dr Moore stated that this issue had been robustly scrutinised by the Children, Young People and Schools Scrutiny Commission and Members had been reassured that the right children were being placed into care and that the Courts supported those decisions. The Chair suggested that this should be discussed at a Scrutiny Chair's meeting to seek a consensus on the way forward.

Councillor Cutkelvin expressed concerns at budget pressures within the City Development and Neighbourhoods department. It was noted that one of the biggest costs arose from waste management, where the cost per ton of waste had increased because the Council were no longer meeting their environmental

targets. Councillor Cutkelvin explained that concerns about this had previously been raised at the Neighbourhood Services and Community Involvement Scrutiny Commission and she asked whether solutions to the problem could be expedited. Members heard that the increased charges for landfill had arisen because DEFRA had changed the regulations. Landfill waste that used to be compliant, was now incurring a significant higher charge because it was no longer compliant (by a very small percentage) with the new specifications. In response to a question, the Director explained that the landfill tax was a fixed price rather than a competitive market. The Council is working with Biffa to find a solution; investment might be required to deal with the processing of the landfill waste to reduce the organic content.

Councillor Khote asked about the service reviews of Parks and Open Spaces and Tourism, Culture and Investment; the Director responded that the reviews in those areas were completed and it was agreed to send the relevant decision reports to Councillor Khote.

The Chair drew the discussion to a close. He commended the report and stated that the budget was the best sustainable forward position for the Council.

AGREED:
> that the report be noted and for the comments made to be forwarded to the meeting of Council on 21 February 2018

72. TREASURY MANAGEMENT STRATEGY 2018/19

The Director of Finance submitted a report that proposed a strategy for managing the Council's borrowing and cash balances during 2018/19 and for the remainder of 2017/18.

The Chair introduced the report and stated that Treasury Management Strategy was a well-established strategy which had proved to be robust and effective.

AGREED:
> that the Treasury Management Strategy 2018/19 be noted

73. SCRUTINY COMMISSIONS' WORK PROGRAMMES

The Chair of the Children, Young People and Schools Scrutiny Commission presented the scoping document for a review into Persistent Pupil Absence (secondary school pupils).

As part of the review, the Chair said that the task group would initially talk to head teachers and then focus groups to try to better understand why students at secondary school went absent.

AGREED:
> that the Committee endorse the scoping document for a review into Persistent Pupil Absence.

The Chair of the Children, Young People and Schools Scrutiny Commission presented the review report into Literacy Teaching at Key Stage 1 and explained that the Commission had been concerned at the poor results of literacy and maths at Key Stage 1 and 2. The subject matter would have been too large for a task group review and it was agreed to narrow down the topic and focus on literacy at Key Stage 1. Members decided to look at five schools that were achieving very good results despite factors such as social deprivation and high numbers of children with English as a second language. Members found a real commitment in those schools in teaching the written word and all were using phonics in the curriculum.

A Member thanked Councillor Dr Moore for the report and commented that as a parent of school age children, she had found the use of phonics really helpful.

AGREED:
> that the Committee endorse the review into Literacy Teaching at Key Stage 1

74. OVERVIEW SELECT COMMITTEE WORK PROGRAMME

AGREED:
> that the Overview Select Committee work programme be noted.

75. PLAN OF KEY DECISIONS

The Chair asked Members to be mindful of any items on the Plan of Key Decisions that related to their own Commission's work programme.

76. CLOSE OF MEETING

The meeting closed at 7.58 pm.

Leicester City Council

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:
Overview Select Committee   **5 April 2018**

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Tracking of Petitions - Monitoring Report
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Report of the Monitoring Officer

1.   Purpose of Report

To provide Members with an update on the current status of responses to petitions against the Council's target of providing a formal response within 3 months of being referred to the Divisional Director.

2.   Recommendations

The Committee is asked to note the current status of outstanding petitions and to agree to remove those petitions marked 'Petition Process Complete' from the report.

3.   Report

The Committee is responsible for monitoring the progress and outcomes of petitions received within the Council. An Exception Report, showing those petitions currently outstanding or for consideration at the current Overview Select Committee meeting is attached.

The Exception Report contains comments on the current progress on each of the petitions. The following colour scheme approved by the Committee is used to highlight progress and the report has now been re-arranged to list the petitions in their colour groups for ease of reference:

-   **Red** – denotes those petitions for which a pro-forma has not been completed within three months of being referred to the Divisional Director.

-   **Petition Process Complete** - denotes petitions for which a response pro-forma has sent to the relevant Scrutiny Commission Chair for comment, subsequently endorsed by the Lead Executive Member and the Lead Petitioner and Ward Members informed of the response to the petition.

- **Green** – denotes petitions for which officers have proposed a recommendation in response to a petition, and a response pro-forma has been sent to the relevant Scrutiny Commission Chair for comment, before being endorsed by the Lead Executive Member.

- **Amber** – denotes petitions which are progressing within the prescribed timescales, or have provided clear reasoning for why the three-month deadline for completing the response pro-forma has elapsed.

In addition, all Divisional Directors have been asked to ensure that details of **all** petitions received direct into the Council (not just those formally accepted via a Council Meeting or similar) are passed to the Monitoring Officer for logging and inclusion on this monitoring schedule.

4. **Financial, Legal and Other Implications**

There are no legal, financial or other implications arising from this report.

5. **Background Papers – Local Government Act 1972**

The Council's current overall internal process for responding to petitions.

6. **Consultations**

Staff in all teams who are progressing outstanding petitions.

7. **Report Author**

Angie Smith
Democratic Services Officer
Ext. 376354

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	PETITION PROCESS COMPLETE
29/09/2017/2	Ms J Brennan	Petiton requesting the Council to reconsider where it locates the proposed dance studio at Braunstone Leisure Centre and leave the Sunflower Nursery where it is	(p)	459	Braunston Park and Rowley Fields	Cllr Corrall presented to Council on 5 Oct 2015	Ruth Tennant	The affect on the Nursery, the locality and Funded Early Education Entitlement (FEEE) child care provision is noted and the proposal to convert the space will not be taken forward. It is proposed to consider alternative options to extend Braunstone Leisure Centre and the potential to secure Sports Lottery Funding to expand the health and fitness offer and deliver the service improvement outlined in the original business case. The Estates Team will be asked to issue a formal lease to Sunflowers Nursery based on an agreed market value rent for both the indoor and outdoor space currently licenced to the Nursery. The Lead Petitioner received formal communication of the proposed response to the petition at a site visit on 22nd December 2017, also attended by other Sunflowers Management Staff.	Pro-forma returned by the Scrutiny Chair who is content with the response.	22/12/2017	**PETITION PROCESS COMPLETE**
01/12/2017	Mr Riaz Khan	Petition for residents parking scheme for Herschell Street	(p)	61	Stoneygate	Cllr Chaplin to present the petition to Council on 25 January 2018	Andrew L Smith	The results from the engagement exercise indicated that overall, the area is against residents' parking, but Herschell Street and a cluster of streets surrounding it were in favour. Introducing a scheme on Herschell Street alone could cause displacement to surrounding streets. it is recommended action proposed to carry out a patch walk on Herschell Street to explore a range of options to address the issues raised.	Proforma returned by the Scrutiny Chair	05/03/2018	**PETITION PROCESS COMPLETE**

RED - Pro-forma not completed within 3 months of being referred to Divisional Director
PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.
GREEN - Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair
AMBER - Petition response progressing within 3 months of being referred to Divisional Director

Appendix B2

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	PETITION PROCESS COMPLETE
02/08/2017	Mr V Joshi	Petition asking the Council to reconsider and to reinstate the funding to Gujarat Hindu Association	(p)	44	Belgrave		Miranda Cannon	The Council's direct financial aid to a number of bodies working with, for or on behalf of ended on 30 September 2015. All community-led associations, groups and organisations, including the Gujarat Hindu Association are welcome to apply to the Council's current sources of funding. The Association may find the newly launched CrowdFund Leicester of use.	Pro-forma returned by the Scrutiny Chair.	31/01/2018	PETITION PROCESS COMPLETE
21/12/2017	Ms Laura Hill	Petition calling on the council to review and reinstate the youth service provision for the young people of Braunstone	(p)	27	BP&RF		Caroline Tote	An Executive decision taken on 3rd August 2017 to implement a remodelled Youth Service offer across the City resulted in a call-in. The Youth Services Remodelling part of the Call-In was then submitted to Full Council on 5th October 2017 in accordance with the CYPS agreement on 3rd August 2017. Subsequently the Call-In was withdrawn at the Council meeting.

The council were unable to continue to pay the rental on Braunstone Grove beyond 31.12.2017. Cllr Russell agreed that the Youth Service would contribute £5,000 toward the rental from 1st January 2018, with ward councillors agreeing to contribute ward funding. this provided Streetvibe with a secure base from which to apply for further funding opportunities.

Braunstone Grove is part of the Using Building Better programme and the council are actively promoting the Community Asset Transfer (CAT) opportunity. CAT work is progressing and will take 5/6 months to complete, during which a short term licence arrangement is in place between Streetvibe and Neighbourhood Services until the CAT is finalised. Streetvibe have been encouraged to make contact with Voluntary Action Leicester who will assist them to bid for new funding opportunities. The HOS for Youth Service and Neighbourhood Services are promoting any funding opportunities to Streetvibe. | Proforma returned by the Scrutiny Chair | 21/03/2018 | PETITION PROCESS COMPLETE |

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RED - Pro-forma not completed within 3 months of being referred to Divisional Director
PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.
GREEN - Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair
AMBER - Petition response progressing within 3 months of being referred to Divisional Director

Date Petition referred to Divisional Director	Received From	Subject	Type - Cncr (C) Public (P)	No. of Sig	Ward	Date Receipt Reported to Council (C) / Committee (Cttee)	Lead Divisional Director	Current Position	Scrutiny Chair Involvement	Date of Final Response Letter Sent to Lead Petitioner	PETITION PROCESS COMPLETE
14/06/2017	Mrs Margaret Marriott	Petition requesting the council take action possible to require Sanctuary Housing to deal with the problems caused by John Calvert Court	(p)	148	Beaumont Leys	Cllr Waddington presented the petition to Council Meeting on 6 July 2017	Chris Burgin	The Council has no legal interest in the site or it's re-development as the land is in private ownership but we are working with the owner, to try and get a positive outcome. Sanctuary Housing Association, the owners of the site has confirmed that they propose to demolish the building and have spoken with the Council Planners to discuss options to re-develop the site.

John Calvert Court was built with funding from the NHS, part of this funding is re-payable to the NHS, and there is a legal charge on the property. To establish the amount the property has been valued by the District Valuer but the figure has not been confirmed. Arrangements are in place for John Calvert Court to be demolished and the site cleared once agreement has been reached with the NHS. Sanctuary has been exploring development options for the site which include the provision of market sale housing, low cost ownership products and affordable rent housing. A final decision had not been made. The Council will continue to work with Sanctuary Housing Association to help and assist them re-develop the site as soon as possible. | Pro-forma returned by Scrutiny Chair who is content with the response. | | **GREEN** |
| 27/11/2017 | Mr S Carr | Petition requesting ball calming measures at the east end of Upper Tichbourne Street due to people playing football in the road. | (p) | 27 | Stoneygate | Cllr Chaplin presented to the Council on 30 November | Andrew L Smith | Police conducted a site visit on 14/11/17 following on from a petition received by the Police from the Lead Petitioner. The patch walk was only attended by the Lead Petitioner. The Police created a PSP, and included High Vis patrols, street based youth workers in the area, multi-agency patch work in October including CRASBU. During High Vis patrols children were playing football but were not being anti-social. On 14th November a street consultation was done by the Policing Team and they were informed by residents that ASB had stopped - therefore the PSP was closed following the consultation. There was no evidence of need that signage or CCTV was required. It is not considered that street football in itself is anti-social and the Council would not stop children from playing football in the street, unless it became problematic, for example when the ball is smashing against windows or cars or was causing damage. | Pro-forma returned by the Scrutiny Chair who is content with the response. | | **GREEN** |

RED - Pro-forma not completed within 3 months of being referred to Divisional Director
PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.
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01/11/2017	Mrs D Johns	Petition requesting the Council to address speeding issues in the area of Southfields Drive, windley Road and The Fairway.	(p)	63 and supported by an e-petition with 53 supporters.	Saffron and Eyres Monsell		Andrew L Smith	Saffron Ward Councillors were invited to attend a site visit on with the Lead Petitioner and Transport Strategy Officer on 27 November 2017. The lead petitioner explained that the area had a history of speeding an anti-social driving and vehicles had lost control on the Brookfield Rise bends. the lead petitioner produced a copy of a previous Overview and Scrutiny Management Board report daed 5 March 2009. The report referred to agreed priorities for traffic calming requests in Leicester and a petition to introduce taffic calming measures on Windley Road, Brookfield Riase and the Fairway. the priority system referred to in the 2009 report had now bee superseded by more recent work programmes. It was explained the Brookfield Rise was not part of the 20mph programme, but agreed that some localised traffic calming would reduce speeds and the likelihood of loss of vehicle control this section of the road. The action proposed is as follows: 1. to consult on a small scheme of traffic calming measures during 2018/2019; 2. include the outcome of a supported consultation into the Local Safety Scheme forward works programme as a ward priority.	Proforma sent to Scrutiny Chair		**GREEN**

RED - Pro-forma not completed within 3 months of being referred to Divisional Director
PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.
GREEN - Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair
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21/12/2017	Mr Arif Voraji	Petition to urge a change in council rough sleeper policies	(p)	335	All Wards		Chris Burgin	Comments from the petition have been included and considered in the Homeless strategy review and proposals relating to the new Homeless strategy include items associated to the petition requests. These include;

The strategy proposals and actions that one of the proposals is to complete a service review of the Outreach and Revolving Door team which will consider the operating hours and practices of these teams as is suggest in your petition.
The strategy proposes to review current in house temporary accommodation arrangements including the Dawn Centre and consider day centre services and wider facilities access. It had been suggested that there were access issues through the telephone line to the current Dawn Centre which is currently available on a 24/7 basis. A number of access checks have been undertaken and on each occasion the telephone was answered by Dawn Centre staff.
A successful meeting with Mr Voraji on the 5th February and friends has led for the group to want to be involved more formally. This is being taken forward by officers and the group have already attended a Church diocese meeting about homelessness at the invite of officers. | Proforma sent to to Scrutiny Chair | | **GREEN** |

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PETITION PROCESS COMPLETE - Scrutiny Chair commented on Pro-forma, Lead Executive Member signed off response and final letter sent to Lead Petitioner.
GREEN - Lead Executive Member consulted on proposed response and Pro-forma sent to Scrutiny Chair
AMBER - Petition response progressing within 3 months of being referred to Divisional Director

Overview Select Committee

5th April 2018

Homelessness Review & Strategy

Assistant Mayor for Housing: Cllr Connelly
Lead director: Chris Burgin

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1. Summary

1.1 There is a requirement in the Homelessness Act 2002 for housing authorities to:
- Carry out a review of homelessness in their areas;
- Formulate and publish a homelessness strategy based on this review;
- Keep the strategy under review
- Consult other local or public authorities, or voluntary organisations before adopting or modifying the strategy.

1.2 In October we presented the draft review, strategy and proposals to the Executive. During November / December 2017 we consulted on the draft homelessness strategy including nine proposals. The new homelessness strategy sets out our vision and goals for preventing and addressing homelessness in Leicester.

1.3 We have reviewed the feedback received and have amended the review and strategy (details of revisions made are set out in section 3 of this report). Following Executive approval the strategy will now be published and we will begin implementation of the new strategy.

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2. Recommendations

2.1 Overview Select Committee have requested to have details of the homelessness review and strategy shared with them. This report includes the homelessness review, homelessness strategy and service proposals and details of the public consultation undertaken.

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3. Supporting information including options considered:

Homelessness review & strategy consultation

3.1 Following approval from Executive we consulted on the draft homelessness review, strategy and proposals during November / December 2017.

3.2 A full consultation exercise was completed which included an online consultation exercise, individual meetings with existing housing-division contracted homelessness service providers, a meeting of the Homelessness Reference Group, briefing of staff in the homelessness, prevention and support service and consulting with Housing Scrutiny Commission. A report of the consultation undertaken is shown at Appendix A.

<u>Revisions following consultation</u>

<u>a) Review</u>

3.3 The review document is the comprehensive evidence base that has helped inform the strategy, including the proposals made. The review document was available as part of the consultation exercise so respondents could understand what informed the strategy. Feedback was received from LPT's homeless mental health service (HMHS) that the review omitted to acknowledge mental health support provided to homeless people. The review (appendix B) has been amended to reflect the important role of HMHS. The Director of Housing & Head of Service Homelessness, Prevention & Support have also met with the service to discuss in more detail their feedback and future partnership working.

<u>b) Proposals</u>

3.4 The proposals made were generally well received therefore we are proposing that further work should commence on developing implementation plans. Some actions will start immediately whilst some other actions will be planned over the length of the strategy (5 years). The detailed feedback received will be used to inform the implementation plans.

3.5 The proposals were (shown in detail in appendix C):

1. Extend prevention support for singles and improve advice and information to all especially on-line

2. An amended eligibility criteria for the non-statutory groups to ensure accommodation based support is offered to those most in need.

3. Transition over the life of the strategy to reduce by half family temporary accommodation by increased relief of homelessness through arranging settled private / social lettings. Ensuring all temporary accommodation offered for families is self-contained

4. No change to numbers of specialist temporary accommodation units for offenders

5. Joint work with Children's Services to undertake analysis of the range and volume of supported accommodation required. Explore options for developing shared / semi-supported settled accommodation for young people

6. Over the life of the strategy increase the range of housing solutions for singles. Move from offering temporary solutions by increasing the numbers of settled solutions available to relieve homelessness. Work in partnership with other homeless agencies who offer support, especially where the council cannot.

7. Have available 75 units of contracted housing related support and a coaching / mentoring service for individuals with a low resilience to prevent

homelessness.

8. Bring together (outreach and revolving door) teams to improve and bolster the service offer for rough sleepers and move towards a 'transitions' service model with the overarching aim that that no one needs to sleep rough

9. Continue existing part funding of day centres. Tailored, structured support provided by 'transitions' services. Undertake an analysis of day services available to homeless people and those at risk of homelessness following changes to other homelessness services.

3.6   Considering feedback received as part of the consultation we propose to make the following changes:

- Amend eligibility criteria (see appendix D)

- Maintain current levels of contracted housing related support and work to improve awareness and increase referrals to this homelessness prevention support service. This will be continued to be monitored however if the number of referrals do not increase we would look to reduce the number of units procured

3.7   The key improvements that will be delivered over the course of the strategy are summarised in Appendix E.

c) Strategy

3.7   The key aims of the strategy were well supported however there were concerns about how these would be delivered and whether the strategy captured all the issues affecting homeless people in the city.

3.8   We believe it is beneficial to have a short strategy document (see appendix F) and therefore the strategy does not capture all the issues affecting homeless people in the city. We have highlighted what we believe are the main issues. The homelessness review document will be available for reference and is the comprehensive review of homelessness in the city.

3.9   We have however made some changes to the document to reflect some of the feedback received in the consultation. We have strengthened coverage of the work we do / will continue to with partners to prevent homelessness. The detail of a lot of the feedback is very useful and will be used when work starts to implement the strategy actions and proposals.

4. Details of Scrutiny

4.1   A full consultation exercise has been undertaken asking for feedback on the draft strategy, including proposals. There was a public consultation questionnaire on the Council's webpages and this was promoted to groups / individuals with an interest in homelessness.

4.2 A special Homelessness Reference Group, which is a partnership group of any stakeholders providing services for homeless people in the city, was held to discuss the proposed strategy and proposals.

4.3 We fed back to Housing Scrutiny Commission on the findings of the consultation and asked for their feedback; 15th January 2018.

5. Financial, legal and other implications

5.1 Financial implications

The review and strategy is not a spending review and hence there are no specific savings targets. The strategy is however intrinsically linked to the pending implementation of the Homelessness Reduction Act, which is expected to bring additional financial pressures. The actual financial implications will be driven by what is taken forward and will be profiled in more detail at that time.

Colin Sharpe, Head of Finance, ext. 37 4081

5.2 Legal implications

Section 1 of the Homelessness Act 2002 obliges a local housing authority to undertake a homelessness review in its area and to publish a homelessness strategy based on that review within 5 years of the publication of the previous strategy.

A homelessness strategy is defined as one formulated in order to:

a) Prevent homelessness in an authority's area;
b) Secure that accommodation is and will be available in that area for people who are or may become homeless; and
c) Provide support for such people or those who have been homeless and need support to prevent it recurring.

In formulating or modifying its homelessness strategy, a local housing authority is required to have regard to its Housing Allocation Policy and its current Tenancy Strategy.

Jeremy Rainbow – Principal Lawyer (Litigation) - 371435

5.3 Climate Change and Carbon Reduction implications

Housing accounted for a third of Leicester's carbon emissions in 2015 (the most recent figures available) and as the need for housing increases, and the pattern of provision changes, this will have implications for the city's carbon footprint.

Whilst the majority of the proposals in this report do not have significant implications for climate change, the Council should remain alert to any opportunities to improve the provision of well-insulated, efficiently-heated accommodation which offers affordable warmth and reduced carbon emissions. For example, the proposals to consider establishing a subsidiary housing company and to look at modular housing (Proposal 6, refer to Appendix C page 10, final bullet point) may provide such opportunities.

Duncan Bell, Senior Environmental Consultant. Ext. 37 2249

5.4 Equalities Implications

Under the Public Sector Equality Duty, when making decisions, the decision maker must be clear about any equalities implications of the course of action proposed. In doing so, it must consider the likely impact of those likely to be affected by the recommendation; their protected characteristics; and (where negative impacts are anticipated) the mitigating actions that can be taken to reduce or remove that negative impact. The consideration of equalities implications must influence decision making from an early stage.

The proposed consultation and the analysis of other data will provide an opportunity to identify potential equalities issues. In keeping with the three aims of the Public Sector Equality Duty these issues are as follows: elimination of discrimination – determination as to whether any particular group / protected characteristic will be adversely disadvantaged by the proposals. The second aim is the promotion of equality of opportunity. Consideration should be given as to how other broader changes, such as the impact of welfare reform and the impact of anticipated future council service cutbacks, would cumulatively affect opportunities for the people affected by the proposal. The final aim is fostering good relations between people who share a protected characteristic and those who do not.

The range of difference in people presenting as homeless can be significant and will include people from across all protected characteristics. Evidence from the review has been used to inform decision makers about those who may be deemed to be at greater risk and as the review and strategy have identified, would, therefore, require prioritisation. Thus far this has included families, young people and those with complex needs, including mental health needs.

An overarching equality impact assessment on the revised strategy has been carried out considering the evidence captured to date directly in relation to protected characteristics. The Equalities Impact Assessment and consultation findings can then be used to further inform the proposals.

Equality impacts of specific proposals further along in the process will also need to be considered, these in turn will need to be captured in equality impact assessments.

Surinder Singh Equalities Officer tel. 37 4148

<u>5.5 Other Implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)</u>

None

6. Background information and other papers:

None

7. Summary of appendices:

Appendix A: Consultation feedback report

Appendix B: Homelessness Review

Appendix C: Homeless services proposals

Appendix D: Eligibility criteria to access accommodation based housing-related support

Appendix E: Homelessness strategy – What will change?

Appendix F: Homelessness Strategy 2018-2023

8. Is this a private report (If so, please indicated the reasons and state why it is not in the public interest to be dealt with publicly)?

No

9. Is this a "key decision"?

Yes

10. If a key decision please explain reason

Significant effect on communities across the city

In determining whether it is a key decision you will need consider if it is likely:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates.
- to be significant in terms of its effects on communities living or working *in two or more wards in the City.*

Expenditure or savings will be regarded as significant if:
(a) In the case of additional recurrent revenue expenditure, it is not included in the approved revenue budget, and would cost in excess of £0.5m p.a.;

(b) In the case of reductions in recurrent revenue expenditure, the provision is not included in the approved revenue budget, and savings of over £0.5m p.a. would be achieved;

(c) In the case of one off or capital expenditure, spending of over £1m is to be committed on a scheme that has not been specifically authorised by Council.

In deciding whether a decision is significant you need to take into account:

- Whether the decision may incur a significant social, economic or environmental risk.
- The likely extent of the impact of the decision both within and outside of the City.
- The extent to which the decision is likely to result in substantial public interest
- The existence of significant communities of interest that cannot be defined spatially.

Appendix A: Homelessness Strategy Consultation Findings

1.   Summary

1.1   A full consultation exercise was completed which included:

- An online consultation exercise for a 4-week period that ran from 14th November to 11th December (paper copies of the consultation were available at local libraries across the city and supplied to homelessness service organisations that requested these) (appendix 1: Full responses to the consultation exercise)
- Individual meetings with existing housing-division contracted homelessness service providers that may be affected if the proposals are accepted and agreed
- A meeting of the Homelessness Reference Group on 28th November 2017 which is made up of statutory and voluntary sector organisations that work or are involved with homelessness services (appendix 2: summary feedback from this group)
- Homelessness, prevention and support staff were briefed on the consultation and encouraged to participate in the consultation and through the Homelessness Reference Group an offer was extended for a council officer to visit service user groups and brief service users / answer questions
- Other responses to the consultation exercise were also received that were not in the format of the online questionnaire so have been collated separately. This includes feedback from 37 service users who attended Action Homeless's Client Conference (see appendix 3: other consultation responses)
- Presenting the draft review, strategy & proposals and feedback from the consultation to Housing Scrutiny Commission on 15th January 2018 (appendix 4: feedback from Housing Scrutiny Commission).

1.2   There were 74 responses to the consultation questionnaire. This included:
- 28 (37.8%) from members of the public
- 15 (20.3%) from service users / service user group
- 22 (29.7%) from providers (or employees) of a homeless service
- 9 (12.2%) from other organisation / landlord (or their employees)

1.3   All the proposals made were generally well received. The detailed feedback received was informative and will help inform development of future plans.

2.   Overview of consultation exercise feedback

2.1   Proposal 1: Extend prevention support for singles and improve advice and information to all especially on-line (total responses 72)

Do you support proposal 1?

Response	Number	%
Yes	35	48.6
No	8	11.1
Partially	29	40.3

Summary comments (54 responses):

- Homelessness prevention information should not just be available on-line. Many people will still require face to face assistance.
- Need to consider how to engage with those with multiple and complex needs and those with learning difficulties and people facing language barriers.
- Undertake preventative work in secondary schools as part of PHSE program. Young people need information about how to look after their wellbeing and social networks.
- Need multi-agency working and active referrals not just sign-posting
- Need drop-in centres; not just Dawn Centre as this is a barrier to some people.
- Housing prevention advice needs to be available and accessible. There are barriers to accessing the housing options service and can be seen as a gate keeping service. Need viable housing options for people to access.
- Information required about where can find a private rented let / advice about getting bonds & deposits / hub for local landlords

Response

Part of this proposal related to improving information on-line, we are not proposing that face-to-face / telephone support will not be available. As part of the work to implement the Homelessness Reduction Act customer access to housing options is being re-modelled to improve the customer experience and the level of support provided. A growth bid to support this improvement is currently being considered as part of the budget process.

2.2   Proposal 2: Amended eligibility criteria that for non-statutory groups prioritises support to those with the 'highest' support needs (total responses 71)

Do you support proposal 2?

Response	Number	%
Yes	36	50.7
No	6	8.5
Partially	29	40.8

Summary comments (50 responses):

- How will needs be assessed / who will assess these? People may not be confident in explaining their needs. Often needs are understood after working with individuals over time.
- If family, requires a family assessment. Are they qualified to assess the needs of children? Assessing physical / mental health will be difficult.
- Less vulnerable quickly become more vulnerable on the streets they need to be kept off the street
- Need a multi-agency approach to help people with drugs, drink, abuse or other problems as part of the package
- 30 points to high for category F, should be 20

- Substance use weighting should be equal whether on a programme or not
- Lack of accommodation to meet required need
- Category F is a barrier to people in need of support
- If this assessment happens at the end of each day will put undue pressure on accommodation providers
- Scoring people is unpleasant. Everyone should be helped.
- Suggest former young offenders should be grouped with former care leavers
- Not sure category F will prioritise needs accurately
- Big difference in weighting between higher needs and lower health & wellbeing needs
- Should also consider an individual's personal resilience
- Service users should also be directed to other support services required (not just accommodation-based support)
- Strongly support the principle that specialist offender accommodation should be reserved for those with a recent offending history. "Within 1 year of leaving a custodial sentence" seems an appropriate threshold for entering such services. We expect that this definition includes those leaving custody who have been recalled to custody under an initial sentence (and who arguable therefore "left a custodial sentence" over a year ago).
- Should not be too rigid with category F. Suggest management discretion to ensure can take a personalised approach where necessary
- Places should be available to anybody who need it regardless of local connection, not just for certain people with specific criteria

Response

Following the detailed responses received we will look to amend the proposed eligibility criteria category F regarding prioritisation. This proposal relates to the eligibility criteria for temporary accommodation. We will be introducing personalised housing plans which will help identify other needs and support services available that can provide wider assistance.

2.3   Proposal 3: Transition over the life of the strategy to reduce by half temporary accommodation by increased relief of homelessness through arranging settled private /social lettings. Ensuring all temporary accommodation offered for families is self-contained (total responses 67)

Do you support proposal 3?

Response	Number	%
Yes	42	62.7
No	6	9.0
Partially	19	28.4

Summary comments (40 responses):
- Very dangerous to rely on the private sector in light of universal credit and the difficulties currently on sourcing suitable private rented sector properties

- Families need more support / services
- Agree accommodation should be self-contained
- Families in temporary accommodation need consistent face-to-face support
- 24/7 support provides security and is needed
- Private landlords need to know how they can help
- Need appropriate accommodation for young people who are pregnant
- All families presenting as homelessness should be offered support (not only for those in temporary accommodation)
- Could the current site be split to provide accommodation for single homelessness females
- Families should not be in temporary accommodation
- Family accommodation should be available at different locations in the city
- There are some families who do require additional support who are not catered for
- Support needs of families are often only identified after working with families in temporary accommodation and some support only available in temporary accommodation
- Should provide Wi-Fi in hostels

Response

There was strong support around ensuring temporary accommodation provided for families is self-contained. There was general support around working to arrange settled accommodation however there was concern about whether there are enough settled accommodation options when required and ensuring that this is carefully managed so families do not end up in bed & breakfast accommodation.

2.4   Proposal 4: No change to numbers of specialist temporary accommodation units for offenders (total responses 71)

Do you support proposal 4?

Response	Number	%
Yes	48	67.6
No	11	15.5
Partially	12	16.9

Summary comments (32 responses):
- This should be increased
- Need more effective work to prevent homelessness on release from prison; planned release and move on plans
- Require floating support / need capacity to deliver this
- Urge against any further future reduction
- Increase in 'high risk' individuals where it is not appropriate to place in temporary accommodation, need appropriate placements for these individuals

Response

Maintaining specialist temporary accommodation for offenders was mainly seen as positive. We will also work with local prisons / probation / community rehabilitation service and others to improve homelessness prevention. Including ensuring there are agreed pathways to reduce occasions where individuals, who are homeless, are seen by housing options on their day of release from prison.

2.5   Proposal 5: Joint work with Children's services to undertake analysis of the range and volume of supported accommodation required. Explore options for developing shared / semi-supported settled accommodation for young people (total responses 71)

Do you support proposal 5?

Response	Number	%
Yes	43	60.6
No	10	14.1
Partially	18	25.4

Summary comments (38 responses):
- Young people leaving care need early engagement about future accommodation wishes (at least a year in advance)
- Not enough information about future plans
- Need more accommodation and more providers
- Accommodation should be less institutional and more homely
- Important for housing and children's services to work together
- Consider tiered funding based on support needs
- Would welcome shared accommodation for young people, both with 24-hour support and less frequent contact
- The existing expected 'length of stay' may not allow time to establish good relationships and assess needs and deliver appropriate support to ensure successful move-on
- Need more awareness of support services available / support to tackle underlying low resilience
- Homeless mental health services only available to those homeless / in temporary accommodation so if individuals allocated tenancies they might not be able to access these services

Summary views of how the council could develop more settled accommodation for young people (29 responses)?
- Action Homeless would like to work with the Authority to develop new models of accommodation, including adapting its' existing units and developing more units through RTB
- Fund rent shortfalls with DHP where HB is in payment and they are looking for or have gained employment
- Prevention much earlier on, teaching life skills to vulnerable young people
- The council's role should be an 'enabler' rather than developing the ideas itself per se
- Shared accommodation is a reasonable approach, but regular and ongoing practical support is important

Response
Joint working and having a wide-range of accommodation options was generally considered a positive step. We are continuing our work with Children's services to develop options on how this can be delivered and will review the feedback of this consultation exercise as part of this exercise.

2.6   Proposal 6: Over the life of the strategy increase the range of housing solutions. Move from offering temporary solutions by increasing the numbers of settled solutions available to relieve homelessness. Work in partnership with other homeless agencies who offer support, especially where the council cannot (total responses 68)

Do you support proposal 6?

Response	Number	%
Yes	47	69.1
No	2	2.9
Partially	19	27.9

Summary comments (39 responses):
- Good to have options to provide temporary, urgent accommodation even for those people who are difficult or pose risks
- It is necessary for professionals to have information on how to access temporary accommodation services out of hours. For example, Emergency Duty Team (Adults Social Care), emergency services, hospitals who cover out of hours and weekends
- Keep services in-house
- Contract out all services
- 'Crash pad' needs to be a separate provider (not the council) / work with charities
- Need to be more accommodation / more providers
- Need minimum standards for crash pads
- Lack of social / private rented accommodation in Leicester so how will this be delivered?
- Housing allocation needs to be reviewed; at point of referral have a registered housing application, have 'auto-bidding process that starts immediately at entry to temporary accommodation, once under offer request proofs
- To reduce institutionalism, need to provide settled accommodation as quickly as possible and to reduce the need for staying in long-term hostel provision
- Cheaper/more affordable temporary accommodation is required.
- Struggle to repay former tenants arrears when residents are paying high rents in temporary accommodation
- Requirement for non- catered projects / smaller supported accommodation providing intensive support
- To engage with vulnerable people, you need people who can show empathy and build relationships. This cannot be supported if staff are being permanently rotated

- The principles of Housing First need to be adhered to in terms of support being flexible and available as long as it needed
- Also consider developing a range of housing options that include shared and self-contained housing
- Consider joint commissioning of services with CCG and Adult Care to look at more specialist services that focus on supporting those with the most complex needs
- Crime and disorder considerations should be fully thought through (in partnership with the Police) before firm decisions are made regarding significant developments. We would urge that significant clustering is avoided
- The strategy and this proposal suggest that Leicester City Council has no responsibilities to those that have no recourse to public funds which is not correct
- There is a definite need for casual emergency "night by night" shelter beds to facilitate engagement with "rough sleepers" with aim of promoting positive health and wellbeing
- There is a danger that people's needs will be missed if placed directly in secure tenancies
- Voluntary sector and health professionals and adult services work together to supply services in places and ways that engage with beneficiaries
- A greater diversity of accommodation i.e. Emmaus type working communities, wet house, a year-round emergency shelter for short term stays
- Trained volunteers to provide one to one support
- Use the Dawn Centre as an assessment centre
- Could joint work with NHS, Police and LCC to joint fund accommodation / support services as will help all parties as some rough sleepers will feign injury to get a bed in hospital or commit a crime to get a bed in prison

Summary views of how the council could develop more settled accommodation for single people (32 responses)?
- Release land for charities and work together to build more accommodation
- Bring empty homes back into occupation
- Action Homeless would like to work with the Authority to develop new models of accommodation, including adapting its' existing units and developing more units through RTB
- Could consider clusters of pre-manufactured housing units for 20/ 30 individual residents creating a largely self-supported community
- Could the council (or a related organisation) lease quality private sector properties on a long-term basis?
- Look at innovative schemes like containers and flat pack
- Use RTB schemes to acquire more existing stock and convert into use for homeless people
- Reconfigure existing homeless accommodation to support Housing First services

With increasing levels of homelessness and high levels of rough sleeping in the city general feedback felt that more accommodation options are required. There was support for the concept of 'crash pads' but not this term and many felt that this accommodation would best it was at different locations. The detailed feedback will be considered in the next-step of developing a high-level plan on how we can work with partners across the city to deliver a range of housing solutions.

2.7   Proposal 7: Have available 75 units of contracted housing related support and a coaching / mentoring service for individuals with a low resilience to prevent homelessness (total responses 69)

Do you support proposal 7?

Response	Number	%
Yes	40	58.0
No	6	8.7
Partially	23	33.3

Summary comments (43 responses):
- Why is this underutilised is there an issue with referrals?
- People do not know about this service
- Support needs to be readily available e.g. drop-in centres. Centre project provides this kind of support already.
- Useful for public to explain what kind of support is available
- Mentoring can achieve when individuals do not want a support worker
- People need timely support and for a long or as short as required
- STAR work should be done by housing officers
- More floating support services available to LCC tenants when this is the most secure tenancy?!
- Don't think numbers should be cut – this is a preventative service and saves the council money in the long run
- Should be more support available as predict more use of private rented accommodation
- Access to continuing support from a trusted mentor at time of transition and stress can make a big difference
- Support needs to focus on health & wellbeing as well as tenancy sustainment, also gap in effective resettlement support
- Decisions to 'close' cases should be discussed with the service user

Response
There were concerns raised about the timeliness of referrals from the council's single, access and referral service to the current contracted housing related support service. There are currently no delays or backlog of referrals. Considering the consultation feedback, we propose to maintain the current number of commissioning units. Preventing homelessness from occurring is the best outcome for individuals and is the most effective for public services therefore we will continue to monitor the number / trends of referrals, however

we must also make best use of public resources and if this is underutilised we will look to reduce the number of units procured.

2.8   Proposal 8: Bring together teams to improve services for rough sleepers and move towards a 'transitions' service model (total responses 67)

Do you support proposal 8?

Response	Number	%
Yes	41	61.2
No	5	7.5
Partially	21	31.3

Summary comments (37 responses):
- Support this as long as this is not a reduction in service
- Services should be available 24/7
- Needs to be supported by access to year round emergency access accommodation
- Outreach need an adapted van where they can engage with services users off the street
- Skills sets of both teams are specialised so shouldn't bring teams together or these could be lost
- Look at linking up dynamic psychological interventions with other health partners and a more assertive approach to tackle those who engage in behaviours that put themselves and others at risk
- Could have multi-disciplinary outreach team with social worker / nurse to provide holistic service
- No outreach in county which could direct rough sleepers to appropriate services in their district (could contribute to individuals coming to city). Have a city & county outreach service.

Response
There was concern that this proposal could lead to a reduction in service and losing specialism / skills of both teams. More details options will be considered on how this could be implemented taking into account the feedback received.

2.9   Proposal 9: Continue existing part funding of day centre. Tailored, structured support provided by 'transitions' services. Undertake an analysis of day services available to homeless people and those at risk of homelessness following changes to other homelessness services (total responses 66)

Do you support proposal 9?

Response	Number	%
Yes	46	67.6
No	5	7.4
Partially	17	25

Summary comments (40 responses):
- The Bridge Homelessness to Hope can offer a route to those whose don't engage with other services

- Provide more funding to existing day centres so opening times/ days can be extended
- The Centre project is the only 'day' centre available (others open in the morning or evening) or are not open access
- Is appropriate and engaging support available for all? Needs of specific groups e.g. space for non-custodial parents to take their children
- The Centre project provides a wide range of essential support
- Outreach / Revolving Door services use day centres interview rooms
- Should be a review of day services. Need clear aims and objectives of services and services that do not support and enable individuals to maintain their chaotic street sleeping or street activity
- The multi-agency services at the Dawn Centre (accommodation, day centre and health functions) work well and are nationally recognised and should be acknowledged
- Day centres should offer more meaningful activities e.g. use kitchens for training
- Need coordinator role that looks at all services and works to ensure there is no duplication

Response
Service users value the support they receive at the existing 'day' centres across the city. There was general support to undertake a citywide analysis of 'day' services available. Any recommendations resulting from would be discussed with the council's executive and housing scrutiny commission.

2.10 Views on approach to deal with potential increasing demand for services (37 responses)
- Prepare for likely future increases by increasing amount of property the council has access to
- Needs to be responsive to changing demand; by taking action
- Needs to be some in depth local research into the impact of NPS on the increase in homelessness
- Do more work with private landlords working with DWP/JCP
- You know homelessness is increasing but the council will not fund services you hope charities will step in
- Favour bias to prevention
- The local authority needs to provide employment to those most in need
- The National Homelessness Property Fund (partnership between Resonance & NACRO) could be very well placed to provide guaranteed LHA-rate rental homes for the Council as well as making savings by removing the need to supplement (often expensive) TA costs
- Could have digital inclusion officers with welfare / housing knowledge based at libraries across the city
- The homelessness strategy should be driven by need not budgetary pressures (and need is increasing)
- Need to tackle shortage of affordable housing in the city

Response

We will need to closely monitor levels of homelessness in the city and those requiring accommodation and support. We believe it is the right approach to invest in effective preventative services rather than responding to the crisis of homelessness once it has occurred.

Views on the draft homelessness strategy

2.11   Do you think the homelessness strategy covers all the issues effecting homeless people in the city? (total responses 69)

Response	Number	%
Yes	27	39.1
No	27	39.1
Partially	15	21.7

Summary comments (36 responses):
- Underrepresentation of services or means of making aware of services for single non-drug dependant. Alcoholic, ex-offender men and women
- How can shelters justify high charges for accommodation
- The strategy should acknowledge those with needs (MH / LD) who struggle to navigate the system
- Rough sleepers foremost need food, clothes and sleeping bags
- There are no proposals relating to 24 hour toilet facilities, drug rehabilitation support and services, anti-social behaviour associated with homelessness and reduction in police harassment over rough sleepers
- More research into the effect that new psychoactive substances are having on the increase in homelessness
- Not involved private sector landlords
- The government needs to provide funding
- There are more issues
- The strategy needs to consider whether the proposed actions are fostering awareness and encouraging unity
- We are forgetting there are a high number of PFA and EU nationals on the streets of Leicester and those with no local connection
- No-one has mentioned children and the effects it has on them
- Does not care unless it has a duty
- Mental health is a low priority. Focus for those who are not online.
- Homelessness is going to increase with UC and the strategy does not propose enough services
- Needs to be emphasis on training and employment
- More funding needed
- Only briefly mentions domestic / sexual abuse
- Areas not included in this strategy include; transport, ongoing relationships with other services such as mental health or debt advice and relief, prevention of first time homelessness, support and activities for refuges and asylum seekers, those without a statutory right to services.
- It would be helpful to set out ways in which the strategy and its component proposals will be evaluated as they evolve, and again, how the various partners can contribute to this process

- Channel shift will be another barrier. Support will be required which is why floating support is required
- More information about partnership work identifying in particular how agencies can support people with mental ill health and substance misuse issues
- Include reference to psychologically informed environments (PIE) in particular for supported accommodation and day centres to ensure reviews look at this / explicit commitment to continue to implement PIE guidelines
- The strategy is mostly based in providing but should be based in avoiding
- There should be more opportunities for service users to get involved and influence decisions
- Covers the problems but without the correct funding it will fail
- Recognise health services (mental and physical) for homelessness people and a commitment from LCC to continue improving access to support
- Roles of non-commissioned temporary accommodation projects in Leicester is not adequately acknowledged

Response

The proposed strategy provides a summary of main issues relating to homelessness whilst the homelessness review provides an in-depth look at issues affecting homeless people in the city. We will review all the feedback received to add to this in-line with the purpose of this document.

2.12   Do you agree with the strategy's key aims? (total responses 66)

Response	Number	%
Yes	47	71.2
No	1	1.5
Partially	18	27.3

Summary comments (20 responses):
- Issue is whether the proposals will be followed through and fit for purpose
- Add in the service aims to regulate success through robust and transparent monitoring which will result in changes to any section of the strategy not performing in line with the agree performance targets
- Don't believe you will end rough sleeping by 2020 / set a realistic and attainable target and the means of delivering the improvement through this strategy
- Engagement should appear within the objectives e.g. to maximise engagement by the way in which and places in which are provided
- Needs to be a further aim that looks at employment and training
- Agree with the aims but not the methods
- The first aim should refer to the services that are needed to prevent homelessness
- Services closed down / restricted during last council cuts

Response

There was broad agreement for the strategy's key aims however there were some concerns about how these would be delivered.

2.13   Do you agree with the actions outlined in the action plan? (total responses 66)

Response	Number	%
Yes	28	37.8
No	8	10.8
Partially	30	40.5

Summary comments (27 responses):
- Many people do not want to stay in the Dawn Centre but this is the only option out of hours. This should be looked at
- None of it
- Most of the proposals as long as they are carried out in the correct and proper way
- Makes no difference the council will do what they do, they always do
- Not enough information the judge on
- Don't change services / stop the cuts
- Family Support Service would be an excellent partner with Think Family; P3 needs to be promoted and made more accessible, needs to be encouragement of use of STAR from a wider range of referring agencies, NASS route to accommodation seems disconnected, why are people being put in tenancies with nil income and no furniture
- Supportive of all actions but believe there needs to be stronger actions in relation to domestic violence, substance misuse and mental health

Response
The comments received will be reviewed and where appropriate actions will be added / amended.

2.14   Do you think that any of the proposed actions in the strategy / changes to future services could have an adverse impact on any people with protected characteristics (46 responses)?

- Some people clearly have need for priority e.g. pregnant women which may make others feel less valued
- Anywhere reductions are made could have an adverse impact
- People with complex needs
- Rough sleepers and not sure proposals are right for young people
- More flexibility to mitigate against adverse impacts
- Not funding day centres would affect vulnerable and disabled people
- Lone parents especially female lone parents and their children
- Yes on all groups
- Children haven't been mentioned enough
- Many people will slip through the net due to having undiagnosed needs and disabilities and it will lead to more people in the streets not receiving support. This is more reason to include mental health assessment into the housing options registration

- The 'F' criteria mention in your strategy implies an exclusionary approach. The most vulnerable are the first to be affected
- This strategy does not recognise pregnant young women's needs
- Yes the heartless assumption that homelessness can be prevented by an app
- Equality impact assessments should ensure there is no adverse impact
- Online strategies can mean older people and people where English is not their first language are excluded
- The council needs to consider its approach to those who have no recourse to public funds

Response
Feedback received will be added to the equality impact assessment.

2.15 Do you feel we could do anything more to ensure discrimination does not take place (36 responses)?

- Not really, unless you set a time limit, such as 4 weeks to help everybody who comes for help, but that is probably not achievable
- Consider the support that people require to access services
- Build in service user evaluation and impact monitoring
- Poverty is the greatest discriminator of all
- Not specify ages in the F test for 30 points, why should 30-55 not get points when over 55 gets 10 points
- Communication for all (specifically public) and training for staff utilising service users stories
- Take into account sexism and racism
- Keep the centre project open and fund them more
- Ensure we do not inadvertently discriminate by imposing our own belief / judgement systems on people as much as possible (e.g. substance use weighting referenced earlier)
- Tackle perceptions of homelessness, including among business owners
- The strategy should ensure that people whom English is not their first language are not inhibited from accessing services by language barriers
- Constant impact assessment
- Vulnerable people struggle to be heard, we need to provide an environment where they are valued and happy to communicate, not where their shortfalls are highlighted
- Review outcomes regularly and monitor groups at prevention stage to ensure they are not more likely to fail
- Keep / create services that can tackle discrimination by contacting the service user personally
- The council needs to consider their approach to those that have no recourse to public funds

Appendix 1: Full responses received as part of the consultation exercise

Proposal 1 comments

To ensure that housing options staff are up skills so they can provide accurate advice. Also training regarding interviewing and communication skills.
How will people living on the streets know how to access this?
I work with people with mental health problems and there needs to be greater support to ensure that people are able to claim their rights/bid for properties/provide the ID required. There are people who have rights to accom but struggle to navigate the system.
This also needs to prioritise EEAs and new arrivals. Housing Options needs to become a real homelessness prevention service instead of merely being a gatekeeping service with the aim of keeping people out. They have been required to undertake this role for years and to report on the number of homelessness cases prevented, so this should already be happening.
I partially agree with this, as long as vulnerable people are still given the face to face contact they need. I am aware of the channel shift agenda that the council has, as well as the new Channel Shift Director they have recruited. I hope this obsession with diverting people online to save money, is not pushed upon people, for this proposal. Although an app would be helpful, it will not solve everything. It will only be an initial point of information, or contain useful next steps which will require an element of face to face contact. An online provision cannot replace human involvement.
WOW a homelessness prevention app - brilliant for those homeless people that firstly have a mobile phone and more importantly have a smartphone
Self-help information will be made available online. As part of the Homelessness Prevention Trailblazer bid a homelessness prevention app is being developed in what way will this be accessible considering the average profile for a person at risk of homelessness - ridiculously middle class response
I have doubts to how successful a Homelessness prevention app will be with people who are perhaps experiencing DV, MH issues, drug & alcohol issues etc., the reason being is that I suspect that the person who is in the homeless situation, they may find it degrading to go onto an app and perhaps not get the response they hoped for. I believe that people in these situations would ideally prefer face-to-face contact to look at how to resolve their homelessness, a drop-in-centre or 24-hour helpline that could give advice.
In terms of prevention it needs to be recognised that according to a report to The Deputy Mayor there are 800-12000 people in The City with multiple and complex needs. They are economically and socially excluded and often perceived as not engaging. The challenge is to offer services in places and in ways that they trust and they feel are sympathetic to their needs. The services need to engage with them. If this happens then those without hope or purpose will be more likely to take advantage of opportunities offered to them, to create real homes and so avoid repeat homelessness and move to more fulfilling lives. Adult services, mental health services, addiction services all need to be involved from one centre, unfortunately nit YASC as perceived as being part of The Dawn Centre which is a major obstacle/ put off for many
Homeless people do not have access to the internet. 56 days (2months) is a long time for anyone to be homeless.
also needs to have more face to face support especially for people who do not have

access to online services. Day services can help with this.
You spend has much Time and false

Flag resources.. Trying to get good

People Out of Their Homes. |
| Yes providing it doesn't stop people who need help with a place to stay getting some where to live. Its a good idea to try to reduce homelessness at the start. Maybe some counselling sessions could help people in the beginning |
| I do not like the idea of people who want a stable safe home to be homeless. But I do not like the idea of people who are not ready to be re-homed particularly in unsuitable accommodation to be forced to move on. I'm sorry poverty is what we are living with. We need to see it. As long as only vagrant laws are being broken they should be left alone if they choose to live on the street. People need to be reminded of what current policies including council cut backs are doing to human beings.

We need to make sure they have food warm clothing hot drinks and the ability to seek shelter if they wish.

Hiding it under the carpet isn't the way look at America. |
| shared accommodation |
| I believe 5m in funding is not enough to support the proposal. Being able to talk and prepare a plan with a housing benefits officer before becoming homeless is a great idea, as long as the resources is there to support this. |
| How are homeless people supposed to access that? Maybe if there was a 24/7 access point, like a display in town but not everyone is literate so we still need face to face support. |
| Support should be provided more through other means such as one to one interactions and day centres and drop in centres rather than just the internet. |
| Information should not just be provided through the internet and should be provided through different means such as drop in centres |
| prefer face to face as it helps me to understand the information as i do not have access to the internet. i would go to the centre project and get face to face advice and support. |
| Information should be put in the papers, radio and drop in centres because not everyone can access the information online. |
| some people do not have access to the internet, some people need face to face as some things are more complecated |
| not many people are computer literate its where to look it would have to made easier.

face to face is some people feel imbarrased hence why they may prefer online as they may feel a burden. |
| Self help for this client group is challenging. They are in crisis usually and cant think straight so an app is not only a weak solution but one which fails to acknowledge the circumstance of the individual. Don't get me wrong apps have their place but not here. |
| Too much on line emphasis which does not fit the capabilities of this group. |
| As part of the prevention aims, we would like to see some work in Secondary schools as part of a PHSE program which could be delivered through a current provider. |

The LCC website needs to have more information about what is available. Some of the information available on One Roof, for example, could be provided on the council website. Especially places to eat and where to go to find a bed for the night. Lots of this knowledge is only available word of mouth or if you know the right agencies to ask, which many people facing homelessness for the first time won;t know. The council would probably be the first place most people would ask, so it needs to be really straight forward.

Also, though, it needs to be in printed format and available in a leaflet / booket from customer services and from all main advice and support charities.

I have seen a booklet about Advice Services and have been searching for it since, but can't find where it is stocked - surely this is something that should be available in the LCC customer service centre too?

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not everyone can get on the internet

i prefer face to face as i have a disabillity myself and other people

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There is need to have other sources of information and support, not only on-line. For many people they need assistance to find the right support as well as access to the internet and telephone facilities.

People should be able to get face to face support if the need it.

The only way now to obtain temp accommodation is through housing options. Most are turned away. As "no duty" most can not even get past customer services to even see an housing options officer. Phone lines go in a loop it's very different to even speak to an officer .

Self help online is useless for vulnerable people, disabled, poor and elderly who do not have access or cannot afford internet.

The homelessness prevention app should complement existing services, not replace any of them. It is not clear from the description above whether the app may constitute part of a reduction in one-to-one support. I'm concerned that some people may not be attuned to or incentivised by this technology, as external pressures may weigh upon them more heavily. If people do not manage to engage with this sort of technology, will the same blame culture be heaped upon them as we see in the current welfare system implemented by the Department of Work and Pensions, rife with sanctions? Will the app be understandable by all, i.e. people with some forms of Dyslexia or people facing language barriers? There is no replacement for face to face assistance.

I completely agree prevention is a good step to intervene on. But I think that 56 days is far too long, particularly in the winter. If this is about preventing homelessness we need to move much faster than this. I think the app idea is useless, I dont often see homeless people with smart phones and the access to simple things like charging (even if the phone didnt have a sim to pay for a contract) and wifi is not as simple as we may think.

We welcome the additional access to information proposed, but feel this will also need to be delivered in person. While recognising the benefits that the application of new technologies can bring, we do not think the introduction of on-line advice and information and a new app is an effective substitute for face-to-face guidance.

We note that personalised housing plans may stretch current staffing at Housing Options.

Overall, we think that prevention is important, and more could be done under this category. Suggestions from Park Lodge Project include:

• Working more closely with all organisations interested in reducing homelessness in Leicester. We wonder if additional training for project staff will be necessary to draw out relevant information and history from clients. We would be happy to work alongside, and even to contribute staff or joint-fund where we are looking for the same services we would expect to have input as the quality and character of services provided.

• Sharing a pathway plan so that clients do not need to repeat their stories to multiple agencies.

• We find that we house a number of young people who have been told that they do not meet the eligibility for support at Housing Options, but who certainly seem statutorily homeless and in need of support when we investigate further. Catching these people before family breakdown would be ideal, but catching them when they first approach for help would help lessen the severity of their eventual need. This would involve active referral not just signposting.

• Other services are imperative in preventing homelessness. These include support around: abuse; mental health; debt; rent arrears; family breakdown; training and education; work-finding, amongst others. Working well with other agencies, and referring well, may contribute to preventing homelessness.

• Following up with people who have reported themselves as in housing need.

• Move services out of the Dawn Centre; its core clientele and setting is intimidating to many. Ideally, this would mean offering services at more than one venue.

• As the city recognises, there is a need for more housing and more beds.

I agree that the App will assist a certain group of people who are experiencing difficulties but I do not feel it could replace face to face assistance.

There are many reasons why people fall into difficulties and an App will be unlikely to fit/advise all the variations.

Many people do not have access to internet/App, or have the skills to work through an App.

If a tenancy is failing I believe it takes housing related support to be able to assist with prevention.

In some situations tenancy failure is unavoidable and so there will still be the need for temporary accommodation.

I do not believe an App will be able to prevent homelessness on its own, for many residents in the city.

The key to preventing homelessness is to be able to offer choice to people. Needs and situations are different to each individual and to reduce choices, reduces the chances of successfully preventing homelessness.

If I was homeless, I don't know if an app was the first thing I would look at. I also question how a homeless person would know about an app. I also question whether homeless people are always SmartPhone users.

I agree with early intervention, however self help by way of apps will only benefit very small number of people, by providing information only and the ability to act on this. There are large numbers who are digitally excluded, cannot read or write. Issues around housing/homelessness are the result of multiple, complex events having taken place in an individuals life. This leads to problems such as mental health, with drawl from services, inability to deal with day to day issues. At a time like this there is great need for face to face contact, for advise, for support to engage, to remove barriers to access services, and for advocacy to put right what has gone wrong. Valuable information is gained by home visits as individuals can present well due to shame regarding their situation. A caring, non judgemental, human approach is required.

Online is not the only way as people can access information in other places such as drop I centres or day centres

Not only on-line. Most people may not have access to internet and may need other forms of access. There is need for face to face and one to one support. Drop-in services like the Centre Project do provide information and support. The council is already sending people from Housing Options to the Centre Project.

Homelessness & people who are homeless a majority of time do not have access to the internet, use drop in services to access www.

Need to provide information in other ways such as face to face and be able to get support to understand the information like day centres. I get support from Centre Project

More 1 to 1 support, not just online

Not just online must be able to access face to face support e.g. centre project at Central Baptist Church

Not all people are able to access online information. Still need places like the Centre Project to help with face to face support. Vulnerable people need help with accessing services

Not just online access but face to face also i.e. the centre project

Homeless app seems to ignore the fact that many vulnerable and chaotic people facing homelessness are digitally excluded. This means the most vulnerable could be excluded from services.

The prevention role of the different services is in decline because of channel shift and hardstop. For the minority of individuals who are at the most risk of losing their homes making prevention services such as basic help with housing apps, assistance with HB, means people become more in debt and more likely to get into crisis with nowhere to turn.

The culture of HOC as a gatekeeper of scarce resources means that the hard to engage will not engage with the development of housing support plans.
Homeless is a big problem and need assisting a lot more as vulnerable people at danger daily
Yes online but I get more information from Centre Project
Vulnerable clients who have language barrier, Mental heath, does not have even basic computer skills; etc will struggle on online Self- help information.
These responses represent the views of the Shelter Housing Aid and Research Project (SHARP). I am the Chair of the Trustee Board at SHARP. SHARP has the prevention of homelessness as its first object. We agree entirely with the proposal to improve homelessness prevention. Improved prevention can save many people from the horrors of homelessness and also in the longer term result in a far more effective use of public money. The Homelessness Reduction Act attaches far greater importance to preventative work. SHARP has for well over 40 years been providing advice and support to people in Leicester to help to prevent homelessness. We believe the experience and expertise we have built up puts us in an excellent position to continue to deliver these services well into the future.
Action Homeless fully supports the development of a more preventative and holistic service to single people facing homelessness. However, we would ask that consideration be given to how this service is provided and accessed by those in need.

We feel that support could be provided more effectively by other partners, and accessed in the community, rather than in the current Housing Options Centre. We have submitted a separate response from our service users, but they reinforce that they find the current Housing Options Service to be difficult to navigate and felt that it has culture that looks to "keep the gate closed" rather that one that looks to assist and enable them to avoid homelessness.

There are some innovative services being delivered in other parts of the county. One example being the service provided in Westminster by the Passage Day Centre and Places for People on behalf of Westminster Council:

http://www.placesforpeople.co.uk/news/latest_news/innovative_new_housing_service_to_focus_on_preventing_homelessness.aspx

Action Homeless also believes that a preventive service can only be effective if there are viable housing options for people to access. Something that will need to form part of the Council's wider homeless strategy. |
| I think the proposal is not taking into consideration the vulnerability of some of the Service Users. These SU need much more support than an app. |

Response from Y Support service users:

- how will the council make that 'duplication' of facilities available, will not occur?

- how will teams & agencies work together in order to provide a 'full' service?

- hopefully, the main source of information is NOT through the internet, as this will alienate a large section of the community

- housing options needs to be more customer friendly

- recognition that individuals have very different needs and circumstances

We approve of proposal 1 to "extend prevention support for singles and improve advice and information available to all especially on-line", and we have some further questions;

• Alongside raising awareness with the public about help available for homeless people, we feel there also needs to be a campaign aimed at the general public with the goal of preventing violence and abuse towards homeless people in particular "rough sleepers"

• What does schools awareness work look like? Will links with CAMHS (Prof Vostanis) & public health be made? Important that this work isn't about telling children how to get help in a crisis but is about how to look after their wellbeing and social networks (i.e. initiatives that will prevent people becoming homeless)

• Will "online" information link to all support services (Inc. mental & physical health & social care) available to people in order to prevent homelessness or to assist those at times of crisis? This will also be a helpful reminder for staff within and outside commissioned services. How will LCC skill up homeless service users to be able to use computers, smart phones etc? There is known to be high levels of literacy problems in the homeless community, so access to face-to-face support for using this technology is essential (eg via Y Support computer suite).

Proposal 2 Comments:

Many people could be missed as they are not confident in explaining needs etc. Agree that many ex offenders could be adequately supported in generic supported accommodation. Specialist offender accommodation should be for challenging cases.

What happens if the person has a dog? Many homeless people have dogs for companionship, warmth, and protection. Will they be accommodated with their dog?

I do agree, but we need to ensure that that specialist accommodation is available, even for people who are difficult and risky

Who will determine who meets the criteria?

Highest - should include the severity and impact of their issues.

I agree with targeting more vulnerable people but without support the other people will become vulnerable in a very short space of time, so this proposal is acceptable if the less vulnerable people are kept off the streets.

The city council are still failing to see that a multi agency approach to help people with drug, drink, abuse or other problems need to be a part of the package.
other council priorities could you be explicit as to why one wider criteria priority group as opposed to others - what is the rational based on
Concerned about rough sleepers and individuals with support needs slipping through the net
One size doesn't fit all. A wet house along the lines of Evesham House needs to be re-introduced. An Emmaus type community for upto 25 homeless people is needed in a quiet part of The City or County. This is a world wide proven model and works in Hinckley. It offers free accommodation and support. The resident/companion commits to working to the best of his/her ability within The Community normally being a social enterprise collecting, repairing and selling second-hand goods. This revenue plus HB makes The Community self supporting. It offers work, self esteem and purpose. Some Companions will stay for the rest of their lives being unable or not wishing to live more independently, others move on into accommodation and houses. There is year round need for an Emergency Shelter not just for a few months around Christmas.
concerned regarding the lack of information provided on the "sanctions" that may be imposed. Difficult to agree when sanctions are not clear.
housing options should not be the only source of advice and assistance. What does it mean by 'highest' support needs.
False flag proposals
30 points is too high for F this should be set at 20 points.
Some of category f should not exist. People subjected to domestic violence should be classed as vulnerable people. Anyone under 25 should be classed as vulnerable especially if they were looked after children. Clearly the authorities had failed them as children. Also people who have mental illness or physical disabilities should be seen as vulnerable.
2. The Council will not provide a bed space when there are no vacancies and there is no statutory duty to do so. Advice will be given. Where there is a duty and there are no suitable hostel bedspaces, other temporary accommodation will be offered. I could not find any info how to contact the Council with my premises. Also there is no info (I could not find it) if the Council wants to rent it for such purposes
They should provide more support for those who are not currently shortlisted
There needs to be more access for single people where they need to feel safer and so there should be more services available for them,
make it easier for people to get the information about support which is avaliable to them.
homeless is a serious thing , people die because of this on the streets , although there are old people get a bit of a pension young people sometimes are not on anything and can still not get in anywhere there should not be any discrimination homelessness is homelessness

it should be prioritized by need
although we support this in principal we do have concerns around Category F and the weighting apportioned within the Substance Use support need. Whilst a service user with active substance use can be problematic for a variety of reasons, this is on a case by case basis and we believe having a stable place to live provides an opportunity to begin to address these issues. Additionally, our experience has demonstrated that substance misuse can often be a form of self-medication for yp with complex mental health needs who are unable to access other specialist services. Therefore it is our recommendation that this support need should have equal weighting between those who are and those who are not on a programme.
I agree that people without housing related support needs should not have to enter temp accommodation if it is not required, but, who assess the needs of the service users and are they qualified to make recommendations for the needs of the family. Are they qualified to make decisions regarding the needs of the children. We have had service users come to Border House with little or no support needs (as deemed on the SAR) but when they arrive and are assessed by the Family Support Team lots of issues arise, such as hidden DV, Child Abuse, and one lady who spoke limited English stating that she had never had an interpreter so couldn't tell them anything even if she wanted too.
Eligibility matrix needs attention, including points especially.
it should be fair to everyone no one should be on the streets
There is need to diversify away from Housing Options for information on eligibility. Currently people are directed to a phone, where one can wait for a long time to get information, or sign posted down to the Centre Project to access telephone facilities to call the council.
Not enough space in hostels. In the last few years LCC has closed down 3 LCC hostels and supported housing which supported and assisted move on to perm accommodation. dawn centre is mistely full and if you are able to manage to secure a bed for the night chances are you will not get in the next day. Due to all the cutbacks staffing levels have decreased no quality work can be done with services uses. Abu h also means longer stay in hostel that's if you are a lucky one that managed to secure a bed. If you don't have any issues and just fall on hard times and need a little help there is nothing out there for you. Which in the long term has effects. Which offen include rough sleeping then getting involved in drugs and alcohol which puts more pressure on service. Would it not be better to assist in the first instance then later on down the line when the persons life is out of control? Support and assist is just words anybody can do that. If no accommodation how do you intend to put your words into action? Again words mean nothing but sounds good on paper. In my opinion it's a get out clause.
People with mental health needs are on a lower point system which makes no sense as the criteria for prioritisation contradicts the need to support the Vulnerable sections of the community.
In the current cost-cutting culture, I feel that the Category F criteria would form a barrier to people in need of support. The use of the phrase 'those most in need' in the proposal 2 description constitutes a thumbnail sketch of such a barrier to support, bringing us back to old-fashioned notions of the 'deserving poor' where the implication of 'non-deserving' persons hovers in the background. The DWP are incentivised to fail

benefit claimants using similar abstract categories.
Proposal 2: Access to the accommodation based homelessness services. Proposal: Amended eligibility criteria for non-statutory groups. Prioritised support for those with the 'highest' support needs. Category D: Proposal 4 indicates no change to number of units of Offender bed space provision. Is there a possibility that if demand 'outstrips' bed space units available in Offender provision that other Commissioned temporary accommodation providers would be expected to accommodate such referrals? Category B: Rough sleepers. What defines a 'Rough Sleeper'?. Is the expectation that they have to be seen 'bedded down' to meet this proposed criteria. If so, this would be very difficult to quantify particularly in the Spring/Summer as the Outreach Team (particularly the 'Twilight' team) would invariably find very few (if any) individuals 'bedded down' before 9 PM. Does intelligence gained i.e. known encampments, qualify as confirmation of rough sleeping? Category F: Individuals with support needs. If services will be allocated on a principle of 'priority to those in greatest need ' via points scored then the only viable way that this can be done would be to have an 'end of day 'assessment to identify those who have scored the highest. The question is, how will individuals be informed? Also if decisions are not being made until the end of the day, this will put undue pressure on the temporary accommodation provider to process all of these referrals at the end of the day.
Whilst it is important to prioritise certain groups, I think the idea of 'scoring' people is quite unpleasant. Simply, everyone should be helped. If we run out of beds we need more beds. If needed rent them a b&b for the night. No one should be on the streets on the first day of homelessness. I have spoken to many homeless people who are not offered help because they have no connection to Leicester and I think this is disgusting. In one case the man had grown up in Charnwood but was told this wasnt a connection to Leicester. We need to have more of a heart and help anyone we can. Sanctions should never involve being denied entry to hostels unless they create issues in the hostel (e.g. violence in the hostel). They should not be denied entry for another activity that has happened elsewhere.
Where do victims of domestic abuse fall in the priority system? Will those presenting out of city be awarded lower points?
We think that the prioritisation criteria will only be successful if the people scoring it are very familiar with homelessness in all its forms. Assessing physical or mental health needs will be taxing, for instance. We question whether the Category F prioritisation criteria represent need accurately, and recognise that this is often a case-by-case question: for instance, some substance users are in desperate need of accommodation in order to start reduction programmes, and some are not unduly affected by their substance use, at least in some stages. We suggest that former youth offenders should be grouped with former care leavers.
I do agree that individuals who do not require support do not need to come into

supported temp accommodation. However, if someone presents as homeless on the day where will they go? How will they 'be able to access settled accommodation'. What 'settled accommodation'.

There is already a shortage of single private rented accommodation, restrictions with benefits to help fund those places eg. under 35 year olds are also now a problem securing lets in the private sector along with using those available for stat homeless singles and families. The waiting list for local authority housing can be up to 4/5 months.

There will likely be quite a time period for someone to wait for settled accommodation.

I think we need to be careful about assessing someone as 'vulnerable' or who has 'support needs'. Needs often cannot be picked up in a short interview and the interviewer would require a certain skill set/mind set to enable any needs to be identified in a short space of time. An individual could struggle to voice any issues they may have or be uncomfortable raising issues in that environment and with a stranger. Information will likely be picked up throughout the 56 day 'prevent' or 'relief' periods but questionable for on the day presentations/decisions.

To introduce a 30 point system for category F narrows the group of people support is provided for at point of access. Many referrals happen as a trigger and at this point not all information is available for the referrer. The service user themselves may not be able to provide all the information due to their vulnerability thus missing the 30 point criteria and ending at crisis point. This method would negate prevention.

Advising assistants will need to be increased as people with priority with different needs need to be seen to

But broaden the provision not only available at the Housing Options. Alternative advice should be available - face to face support

Specific question on Section F criteria-how will the eligibility below be determined:

Health & wellbeing (considering physical, mental and social health & well-being):

High- needs

Lower level-needs

Need to see criteria for what is defined as High and Lower-level needs. This leaves quite a range where there is no 'moderate/medium' level. May be challenged but need to see on what basis decisions made.

More information & support is needed to those whom don't know where to access it

Make sure more people have more information people with different priority need to be seen to

The service needs to be broadened to different venues not just a single access point. Alternative advice should be available

But service needs to be broadened to more access points i.e. the Centre Project. Alternative advice should be available

Broaden the service to other access points i.e. the centre project. Alternative advice should be available

The assessment is roughly based on the STAR vulnerability assessment. My concern is that if the assessment is carried out by a team which is under immense pressure to

minimise assistance the right questions will not be asked in the right way. Vulnerable hard to engage people may not want to reveal vulnerabilities in a one of interview if it is perceived they are not going to be supported. The nature of working in an environment where you are mostly saying no means to survive you must become hardened to customers needs etc. I am not sure vulnerable people will engage and therefore receive support

More info face to face. Service needed. Some people not got internet

Providing advice and accommodation to not just those classed as statutorily homeless is to be welcomed. The difficulty is that with a limited supply of affordable housing and a need way in excess of supply, how can the City help all those in need? Any homelessness strategy must therefore be closely linked to a wider housing strategy including policies and proposals to increase the overall supply of housing in the City and in particular affordable housing.

Action Homeless welcomes the proposed approach. We recognise the demand placed on the Authorities' resources and the need to ensure that there are clear and effective assessment criteria. However, we would caution on having a strict criteria that can be inflexibly applied by the staff assessing need.

We think that consideration should be given to assessing an individual's competence to solve their own housing situation and that their personnel resilience be considered as part of the assessment. We acknowledge that these are subjective judgments, but we think there are indicators that can be taken into account.

An example of this would be issues such as experiencing homelessness as a child or youth. We know that that those who have been homeless as children are much more at risk of experiencing homelessness as adults. In addition, we know that there are disproportionate amounts of homeless people with low-level learning disabilities and any contact with educational support services might indicate their vulnerability. Another indicator is personal trauma, with 40% of people living on the streets stating that they have suffered significant emotional abuse.

As stated in our response to the previous question, a change in approach needs to be adopted that looks to support and resolve issues, rather than looking to prevent access to services. We again would ask that thought be given to how these services are commissioned.

I don't agreed to the proposal because it's very specific to only accommodation-based support. Some Service Users need deeper housing support so they don't fall into the pattern of becoming homeless in the future.

To support Service Users, we need housing related support services that cover a wide range of services, so they can support and re-direct the Service User to the best service available for them.

Mental health is a big problem.

Response from Y Support service users:

- being able to access accommodation in different towns / cities will enable people to migrate to where jobs are more available

- specialist accommodation needed

We strongly support the principle that specialist offender accommodation should be reserved for those with a recent offending history. "Within 1 year of leaving a custodial sentence" seems an appropriate threshold for entering such services. We expect that this definition includes those leaving custody who have been recalled to custody under an initial sentence (and who arguable therefore "left a custodial sentence" over a year ago).

We also support the principle that those with low or no needs should be enabled to avoid temporary accommodation where necessary. Homelessness commissioning reviews elsewhere have shown that needs can often increase as a result of a stay in temporary accommodation.

Where we have some reservations, is your proposed approach to prioritisation for those in category F. Whilst we agree that those with highest needs should be prioritised for temporary accommodation and that a fairly rigid approach will assist in this aim, we would propose that some kind of management override exists to enable a personalised approach to be taken where necessary.

We are pleased that health and wellbeing is considered in the list of prioritisation criteria for Housing Options assessments in proposal 2 "Amended eligibility criteria that for non-statutory groups prioritises support to those with the highest support needs", and we have further questions regarding the implementation of the priority criteria;

• How will it be determined whether someone's health and wellbeing needs are high or low? There are a lot of points separating the two (20-5) so this distinction, and consistently applying it, is going to be very important. Will specialist housing options officers with appropriate Mental / Physical health training be provided to make these assessments? If not then will assessments undertaken by health professionals be taken into account (supporting letters)? If supporting letters from health professionals are going to be part of the assessment, further detailed guidance will be required so that health professionals can tailor their supporting information so that the information that Housing Options require is foregrounded, as presently in our experience service users identified by health professionals as being "vulnerable and in priority need" are not always allocated access to temporary accommodation.

Proposal 3 Comments:

MMM... this is about cutting the service to meet budget projections rather than meeting the needs of families. It is a VERY dangerous strategy to rely on the use of PRS accommodation, particularly in light of the roll out of Universal Credit. You will be aware that Housing Options are struggling to find landlords to accept families on benefits so I don't see where you are going to source these properties from. There are also very poor properties out there in terms of quality which only adds to the complex issues these families will have. This is a very unimaginative solution to a serious and increasing issue!

In my view this will only work if there is alternative non specialist accommodation available.

The private rented sector is known for not being considerate regarding families in receipt of welfare benefits. Relying on this sector is a VERY dangerous move and partially moving a public duty into a privatised area, which is not recommended.

Transition over the life of the strategy, as more settled accommodation is available, to

reduce the amount of temporary accommodation by half.

how frequently will progress be monitored and publically reported on - what's plan B if this is not working - will it be amended before the strategy ends if necessary - how will this be achieved

concerned if you reduce temporary accommodation and we have an increase in support where will they go.

The majority of rough-sleeping homeless people are estranged from their family.

Under handed/ to allow backhanded

Practices

Why not get a place built similar to student accommodation. Developers such as code or large business can be made to pay for this. Why not tax large scale student accommodation providers, or alternatively say that for each 30 rooms for students they build 1 must be available for the council to use as a temporary accommodation, or permanent accommodation. Most of these places will have porters, security guards on anyway.

Using other means is ok, but getting rid of temporary accommodation will not make new accommodation viable. I doubt we have such luxury in leicester but if anyone has property unoccupied that is purely for investment purposes, (not due to illness or imprisonment) it needs to be forced into being rented or if the property was acquired through illegal means and that is why the person is in prison e.g. drug dealer, pimp then the property should be forfeited and sold with only sufficient being left to buy a small home to house the family and the prisoner.

You have to inform landlords that you are looking for such accommodations

Families should be given more support as they might find it difficult to access particular services.

There needs to be more services for families and they need to be more permanent than just being temporary.

vunerable should get settled accomadation straight away

if they are working familys they could have tempory until things are sorted

I feel its important to keep the family unit together self contained people need privacy , getting support they need to move on to get self worth and confidence

I agree accommodation should be self contained. I don't agree the accommodation was under used....two families I worked with were offered accommodation in the East midlands area yet their family support (siblings with their own families) lived in the city. even days/a week away in this temp accommodation will be mentally oppressive. I believe Universal credit will increase the number of units required due to the loss of homes through payment delays impacting on rent arrears even with the budget amendments. I believe this proposal is short-sighted.

I understand the theory around reducing temporary bed spaces for families and a move into permanent accommodation is obviously always a positive thing.

however I do have concerns as a mental health nurse within the homeless mental health service that people will play down or deny any extra support that they may need to gain access to permanent accommodation quicker.

hostel and temporary accommodation although not ideal provides an opportunity to identify support needs (around mental health) by support staff and for service users to access our team which can help to maintain successful tenancies.
Whilst supporting the aim of settled private and social lettings for families, we are concerned that there isn't the housing stock available particularly in the PRS sector where landlords are increasingly reluctant to accommodate anyone on Universal Credit whilst rent is paid direct to tenants, also given a large reason for family homelessness is ending of a tenancy from PRS we're not confident that this proposal will be achievable.
Agree that it should be self contained - this has been an issue for years and the families would benefit from self contained units - at what financial cost to the family? Can they afford it? If there is only a 3 bedroom flat left available and a mother and 1 child needs it - will they have to pay for the 3 bedrooms? 24/7 - staffing - agree this is not needed. Support during the day - this should happen and should be provided by qualified staff that make valuable contributions to the welfare and safeguarding of the family. The children need a service that is qualified to understand their needs and to safeguard at all times. The most vulnerable people in the city are homeless children and the get lost in the system and professionals lose contact. To sustain tenancies families needs to right support and they need to overcome the reasons they are homeless in the first place. The Family Support Team can do everything that is needed. We are trained and qualified to support both adults and children with, benefits, housing advice, mental health, safeguarding, drug and alcohol support as well as providing the children with a safe environment to play and learn which builds future confidence and ambitions. The Family Support Team have face to face valuable contact with families - this is what the families want and need - they do not want to be key worked by staff that are not consistent as they do not want to tell their story over and over again, which happens at Border House, therefore service users choose our service as the preferred point of support. If you were to take away the support my service offers, in my opinion, you wouldn't meet the families needs - we do everything, the whole package, and have so many success stories. Yes, there has been a reduction in families coming in to Border House - but not all the time - most of the time we are full. We had 108 referrals, that's 323 children - 58 of these children had social work involvement - we attended 114 safeguarding meetings so far this year - the only representation from housing is us.
But still need to have some family emergency accommodation to support families through the transition into somewhere permanent. Families need to be taken out of crisis and given some time to think before they need to choose where to live permanently.
familys shouldnot have to share as i feel it could cause conflict and they should have the right to have private facilites.
Only deal if you have a duty.. that's the main issue! It all boils down to money and not people! If there was money I. The pot then this would not even be discussed. Hit the most vulnerable who don't have a voice and the council hope will just disappear as they make to many hoops to jump though to get help.
"The temporary accommodation for families is currently staffed 24/7. We do not think this is required for this client group as families rarely require support out of office

hours. We believe future accommodation should only have on-site staff available during office hours with an emergency call-out being available outside these hours."

There must have been a good, viable reason to provide 24/7 support for families in the past: a key one is security. The simple presence of staff has a preventative effect: it helps to prevent violence from occurring, for example; it also guards against theft. Why is this not mentioned?

give families there privicy

What incentive is there for a private landlord to accept a family on benefits? If private lets are not available where will the family be accommodated?

Are refuge units included in the 60 units of commissioned accommodation?

Where do without recourse families sit within the proposal and what funding arrangements are in place for them?

We welcome the proposal to find settled accommodation for families as a priority and only revert to temporary accommodation when absolutely necessary and no other is available.

We also welcome to amend eligibility criteria to secure access to suitable accommodation for those whom the Council may not be statutorily obliged to house but recognise that this may place an extra strain on already stretched resources, especially those comprising settled accommodation.

At Park Lodge, we struggle to move residents into more appropriate accommodation when they are pregnant. We would prefer not to have to formally make them homeless.

We note that services are often available to families while in temporary accommodation and suggest that any families presenting as homeless should be referred to support as standard.

Agree in the main but we need to be cautious. The proposal mentions 'as more settled accommodation becomes available' - how will this be achieved? How certain is it that this will happen to accommodate the potential numbers required?

We are already seeing families using 1 bed flats in the private sector which is reducing the option of 1 bed flats away from single homeless, providing less and less accommodation for singles.

Could the current site of temp accommodation for families be split and used for single homeless females as well, using the current 24/7 to support them while being available for any issues on the family side?

The move away from 24/7 appears more to do with budget cuts, rather than an analysis of requirements.

Agreed permanent accommodation is better than temporary, but families need support to sustain their new tenancies, biggest failure is new tenancies without support. This gives families a good start and access to support advise.

Provide more housing for YP. Not just hostels. More move-on accommodation

Families should not be in temporary accommodation

Families should not be in temporary accommodation
Firstly I am not clear who is assessing families as not requiring support. Is DV, Child protection, child in need, MH taken into consideration. Secondly, discharging into private sector is just building a crisis for future-the accommodation is insecure and not high standard. In addition at the last homeless meeting P3 stated they were being starved of referrals by HOC-that there was a bottle neck and referrals getting stuck in HOC. It is completely incomprehensible that there is some assumption that private sector tenant do not need support. If they do-why is the service not being utilised? Therefore if we are putting families into private sector accommodation , we are refusing them access to support. These may be some of the most vulnerable families-as disaster waiting to happen. Removing the 24 hr cover from a family hostel is a frightening proposal. The hostel occupants have high levels of drug, DV, MH, safeguarding issues-specifically with the safety of children. I would say the most vulnerable end up in the hostel. leaving them without 24 hour cover is leaving the door open to an increase of violence, grooming, and possible sexual exploitation.
I feel lots needs to be done lots of homeless familys
Not sure if enough private landlords
Placing more families into settled accommodation clearly makes sense and should be supported. The caveat again though is the supply of accommodation set against the much greater overall need. SHARP recognises that for some families, a period of support is needed and therefore placing families in temporary accommodation in such circumstances is acceptable. As proposed, this should be self contained accommodation. It is also important to have temporary accommodation for families available in not just one part of the City. Strong family connections, schooling and other personal needs mean that some choice of family accommodation by location is required.
Action Homeless agrees that where possible accommodation for families should not be temporary and a settled housing solution sought from the outset. We also recognise the reduced demand for the council's own temporary accommodation and that most families do not require 24/7 support. However, the review of accommodation should also include that provided by other partners. Our own Bridge House project has seen an increase in referrals for the SARS of families who do not have DV history, but require accommodation. There are some families how do require additional support who are often not catered for. Move on for families that we accommodate at Bridge House is also problematic, however we have procured and number of leased properties to meet their needs.
I think it's more important to avoid families to become homeless and that service is very well done by services like STAR, which does a brilliant job.
Response from Y Support service users: It's felt that more intervention is needed with families BEFORE the event of being

made homeless. It was stated that it is know of families staying with other families even though it is said in the review that the service was under used
Provided that demand has sufficiently reduced and continues to remain so to allow this reduction.
We have concerns regarding the proposal 3 "to reduce by half temporary accommodation for families by increased relief of homelessness through arranging settled private / social lettings; • If there are fewer beds available at Border house, fewer support needs will be identified amongst the homeless families population because they will not get the extended assessment and support available from staff at BH and FSS which allows families to feel safe enough to share with them. It is sometimes only through close observation by these services that issues are identified (abuse / Domestic violence / MH issues). At other times it is only when HMHS get involved with a family (following referral by BH / FSS) that the extent of their support needs are identified due to trust issues regarding fear of disclosure affecting custody of children etc. • We have the same concerns as in proposal 2 regarding appropriate training for Housing Options staff to enable them to be able to identify underlying complex issues during a brief housing / homelessness assessment interview. • The placement of families straight into tenancies (rather than an assessment period in supported / temporary accommodation) also limits access to further mental health assessment & support, in that they will no longer be "homeless" and therefore ineligible to access our service for assessment / support. If placed in permanent tenancies & they are able to negate the referral pathways (via GP referral) –the majority are also unlikely to meet the threshold for mainstream mental health services (unless presenting with Serious Mental Illness - Psychosis, Bipolar disorder, severe depression), as unlike the HMHS – mainstream services are only commissioned to work with this severe spectrum of illnesses, whereas we are able to offer a more open & flexible access criteria (homeless presenting with MH problems / illness) & also offer psychological support to people presenting with other issues such as domestic violence / childhood trauma etc., often referring & engaging them with other essential voluntary sector services (First step, Women's Aid / UAVA etc.). If the pathway into these direct lets could include a probationary period where the family's tenancy takes the form of a temporary license and therefore the family can still be considered homeless (as was the case with the Model C properties), they would be able to access our support. • HMHS referral rates from border house to HMHS (2016/17 – 22, 2017 to date 14) have not decreased which suggests that rates of distress to the degree that intervention from services required is not substantially reducing. If these families had been placed directly into substantive tenancies their complex needs may not have been picked up and the HMHS not have been able to offer a service to them.

Proposal 4 Comments:

Or to increase the accommodation.
What happens when there are more than 20 spaces needed?

If there are less than 20 spaces needed can other people be placed there?
It was reduced enough last time.
The city council, police and some well intended agencies only deal with the homeless in "public view" in the city centre. However, the problem is also evident on various estates and in the main is ignored
The current provision and support for former prisoners needs improving and more appropriate support and accommodation. Emmaus works for some
If the existing 20 beds are "generally fully occupied" this suggests that extra capacity is required. therefore bed numbers should be increased.
All of the Same.. Lies
Do a study and find it people are missing out. If they are increase the number. Modular buildings can be fast and effectively built to assist. Reading Council has done this recently.
it sounds dangerous to have deal with offenders
If the numbers of rough sleepers / homeless have gone up then the provision of temporary accommodation should increase
the last thing we want is for people to reoffend I think accommodation and support to break the cycle would mean less crime
Support the decision not to reduce further, however, feel there is a need to consider increasing this specialist provision as in our experience the offending threshold has been raised resulting in problematic placements in other general needs or specialist accommodation which compromises a safe environment for those living within.
i think this should be increased the amount of units , so people do not re offend or end up on the streets
I work in the city and have seen rough sleepers figures rise. Why? Not enough temp accommodation and when there is you have to jump through hoops just to get a bed for the night. Council now relies on charity's to assist. Saves them money. Homelessness the council do not like and try to shove under the carpet. You shut services this is the outcome! And it's onlt going to get worse.
There needs to be more units available for young people trying to change and turn their lives around
Keeping the existing number is positive; increasing the number of units, where appropriate, is better. There is nothing like specialist support: once the expertise is gone, it's hard to replace it.
we need more housing for offenders to stop further re offending
We need to increase this back to 30 if there are more offenders on the streets
If the need is there, this should be addressed by increasing the number of units available
We often see offenders coming out of prison who are deemed too high risk to be placed in the offender provision meaning their options are to rough sleep, apply for general needs temp accommodation or sofa surf. If they are a struggle to manage specialist temp accommodation how effective will general needs temp accommodation and what risk to they pose to those vulnerable people in temp accommodation. Surely, if we want to reduce rough sleeping we need to ensure those most likely to reoffend are not forced to be homeless on release, posing a threat to public and the recurring costs to the criminal justice system.

A more effective, planned release and move on plan could be looked at.
Your own narrative suggests that more units may be required; again a victim of budget cuts and ignores need.
Agree temporary specialist units are required but I am certain 20 are not enough. Where offenders are placed in permanent accommodation it does not follow that there support needs is negligible. This group have a huge struggle to live independently and require outreach/floating support to maintain their tenancies. Probation monitor these people but do not always provide support or help them to deal with things like mental health etc.
Should be wider and not just the Dawn Centre. The crash pad should not be run by the council instead it should be voluntary or charities
Its great that the accommodation is staying. But where is the Floating Support. STAR without extra training or support and with less staff are dealing with increased numbers of high risk offenders. A 2 person visit means 1/3 of the team is occupied.
Need more places not just Dawn Centre and Y Project as this is not enough
The crucial consideration is to ensure that the provision of accommodation for former offenders meets demand. If the current accommodation is "generally fully occupied", the Council must regularly review its provision to ensure that no former offenders in need are being left without appropriate accommodation. The consequences of this for the individual concerned and for society in general would be worrying.
Think this is the right proposal . Almost all of our clients have some level of offending history and we feel that all support service should be able to understand and meet the needs of these individuals.
Would be better if this could be extended as this will help them to integrate back into society safely.
Response from Y Support service users: - It was felt that there is not enough accommodation as it is. Private tenancies were not working in the longer term - It was felt private landlords are not prepared to tolerate too many problems before applying to effect evictions and if accommodation is going to be provided, hopefully it will not be all left for the private sector to fill the gap - Not enough specialist support to stop / reduce re-offending - People should not come out of prison to have to live on the streets because they cannot access accommodation
We are fully in support of this proposal and applaud the council for delivering on their responsibilities in relation to ensuring that offenders are given a proper opportunity to make a fresh start upon leaving prison. Prioritising higher need clients for what is now only 20 units seems sensible. We would strongly urge against any further unit reductions in future years.
We approve of proposal 4 - to continue with current levels of funding for "20 units of temporary accommodation for offenders", although we have some further concerns; • There has been a dramatic Increase in HMHS referrals considered to be 'high risk' (highlighted by an increase in aggressive incidents towards HMHS staff) alongside this increase, there have been wider government funding cuts to other essential

public services (Police / Probation / social care) who are commissioned to support people deemed high risk and manage risk to staff and the public. Those service users assessed as high risk are often "unsuitable" for generic hostel accommodation which inevitably results in them rough sleeping (posing a greater risk to the public). Whilst this presents as an increasingly common problem, not only for ourselves but also the wider Frontline MDT in supporting these individuals and minimising risk, we feel there should be an increase in funding (beds) for placement of these "high risk" individuals in order to fully protect other homeless service users, members of the public & staff, but also to offer these individuals greater opportunity to address & change their challenging behaviours, in order to move on to a longer term settled lifestyle.

Proposal 5 Comments:

You are not telling us what you are looking to reduce to.
Children's services & Housing need to work closer together to identify those young people that are leaving care and then have discussions with the young people at least a year in advance on what their wishes are. I am of the view that time is the key here, leave things too late then that's when potential problems arise. It is likely to be daunting step for the young person, not many young people leave home to live independently at aged 18, so they will need support and guidance to work towards that.
Still feel young people will slip through the net . I agree that social care and housing should work more closely together . not sure there is a lot of settled accommodation in existence . Don't believe you will be in a position to match services to needs giving false promises.
Not sure what is being proposed here. The information above provide a very brief summary of what is currently commissioned but is unclear on what is proposed. What are the "wide range" of accommodation solutions that "should" be available for young people?
need more providers of young people services. Move on service.
All of the Same..??!
Yes providing the charities are assisted and funds are provided to assist them. Charities should be in addition to the council helping homeless
It is important to work with children's services. Things like getting younger people in care learning independent living earlier in support ed living me get help.
shared accommodation
Not enough, and what is available is inadequate.
Provision for young people is limited and so more provision of services for young people should be increased so that they receive more support.
There needs to be more services that are available to take them on and they need to be less institutionalised
ensure there is a broad provision of settled accomodation
i think they should have their own accommodation to give them independence and keeping them all together in places like ymca creates crime
Tried it before, all talk no action!
Agree with Pooling of resources between the two key referring agencies which should enable a clearer understanding of referral routeways and need. A better use of limited finances.

However, the disparity between support costs of spot-purchase and providers under a framework agreement need to be looked into and consideration of tiered funding based on support needs that fall outside of the agreed contract tolerance levels.

more young peoples provision for housing, its good for short term but not long term as they will become institutionalized

Current temporary housing for young people does not full meet the needs of those wanting to move-on. More diverse provision is needed.

Just words! Where is the accommodation, because all I see is closers. And most of the time there are no bedspace as over the years bed spaces have been cut to less then half. With benefit cuts this only makes the matters worse. Homelessness will alway be there but what you have put on paper is just that it's on paper. Looks good but in reality it's laughable.

who decides on "particular" providers.

There is not enough information provided to give a realistic in depth analysis of what your proposals are really all about.

I don't feel I know enough about the details on this point to comment to a great degree.

build more lcc flats

I think we need to increase the number of units being offered. I do not know the details but 85 units does not sound enough to offer the longer term support that these young people may need in the early years of their adulthood.

Park Lodge welcomes the recognition that a range and mix of styles of accommodation and support are needed for young people. We make the following additional comments.

• There are more than 85 young people who are homeless and in need of support in Leicester. We house a further 25 who are in need of support and homeless and not recognised as such by Housing Options, though they meet the eligibility for enhanced rate – hostel rate - Housing Benefit within Leicester. We also house an additional 20 or more through contracts with CYPS and other local authorities some of whom are unaccompanied seeking asylum. Other providers also offer accommodation beyond the 85 beds commissioned by the Council's Housing Division.

• We find amongst our residents there is a surprising rate of formerly undiagnosed special educational needs or disability around learning or development, e.g. autism, ADHD, dyslexia, issues processing information; sometimes basic literacy and numeracy is lacking. Some of these young people have gone on to supported accommodation after extended residence with us, often more than two years. We wonder if permanent accommodation for those who are unlikely to live totally independently has been considered.

• We also support residents for an extended period who have serious mental health concerns, some previously diagnosed and others not recognised previously, or not apparent.

• We welcome shared accommodation for young people, both with 24-hour support and less frequent contact. We find that people housed on their own can experience loneliness, however some young people will need significant support to learn to live

harmoniously with others. Without adequate support, there is the risk of a failed household rather than a failed tenancy. And we note that for some young people shared accommodation will not be a viable option.

Support needs:

We find that young people often need:
- Greater levels of self-awareness and consideration of the needs of others, information about life options, the ability to communicate their needs and wishes and listen to others
- Support for better mental and emotional health
- Support for better sexual and physical health
- Basic skills of daily, weekly, and monthly living, from laundry to budgeting to cooking
- Greater awareness of risk and vulnerability
- Educational support for higher levels of attainment in basic skills of language, literacy and numeracy as well as access to appropriate training and employment.

The suggested 12-week pathway may not allow time to establish good relationships and assess needs. If we want young people to avoid future homelessness, they need security alongside support. The average length of their residence with us is 6-9 months, but occasionally up to two years. When they leave us they generally maintain their tenancies, preventing repeat homelessness.

Young people suffer extensively and if they have been in care it is worse as they are not prepared for independent living. The cut off date at 21years for receiving support is not enough as many do not have families. Shared housing does not always give the individual freedom of choice who they share with.

There is not enough services for young people and it is not appropriate as it is institutionalised and is not considered homely. Therefore, more providers should be available.

Provide different strands not only YMCA. Stop institutionalism of young people. Not location based.

There's not enough providers for young person's who are coming out of the care system

More floating support, let more people know about various support services. Also services that are more accessible such as drop in centres, one on one, & over the phone

Hostels not ideal for accommodating needs of young people

Leaving Care cases STAR works with are some of the most complex cases. There are battles for Leaving Care team to keep cases open.

Not just this group we been homeless and am vulnerable and had never heard of P3. I got help from staff at Centre Project

Increase the number of providers

It clearly makes sense for the housing division to work more closely with children's services and to have a range of appropriate accommodation available. Joint commissioning should certainly help to achieve better value for money. The question is whether the housing service's 85 units of temporary accommodation for young people is sufficient? Evidence suggests that it isn't

Action Homeless agrees with the proposal to have a more integrated service for young people. We have seen an increase in the number of 18-25s in our service and

that age bracket now makes up over 33% of our client base. Although many of these individuals have not been looked after, many have had interventions from Children's Services through their childhood and experienced homeless as children. We would like to see the new integral model of support for young people that address some of their underlying low resilience and look at an asset based model to support them.

Action Homeless would very much like to work with the Authority to develop new models of accommodation, including adopting its' existing units and developing more units through RTB

Is important to consider resettlement services. STAR does a lovely service.

Response from Y Support service users:

- It was felt that an increase in accommodation levels across the board is needed

- Also services need to be increased, or more funding into existing services, as the services provided by some agencies work very well, just not enough time is allowed to them

- services are pressured to 'move people on' before some individuals are ready - this creates people ending up on the streets sometimes, then coming back through services (this sets people back)

We support the maintenance of "85 units of temporary accommodation for young people" & tentatively support the "joint work with children's services to undertake analysis of the range & volume of supported accommodation required", with the view that hopefully this will result in an eventual increase in temporary accommodation options for young people in line with the increase of young people in the homeless population? (HMHS under 25's referral data 2016/17-88 people, 2017/18 67 – to date (projected figure 89)). Our experience with singles accommodation suggests that it is helpful to have more than one provider of accommodation so as one setting does not always meet the needs of all service users. We do however have some questions regarding the implementation of this proposal:

• If this were to result in closure of other voluntary sector "non-commissioned" projects, this would impact negatively on availability of "choices" for young people in types and range of suitable accommodation. Unfortunately young people are sometimes excluded from individual projects following challenging behaviour or non-payment of rent etc, but are able to access alternative accommodation as part of an "MDT management plan" – if the range of accommodation providers is further restricted the work of agencies who support young people who challenge services will be much more difficult.

• If young people are placed into "shared houses" we would have concerns about the suitability of many homeless young people in maintaining this "communal lifestyle". From our experience of supporting this group of vulnerable people, we can identify that many have traumatic backgrounds, with limited social / coping skills – many with additional mental health & substance use issues which wouldn't lend itself to this type of accommodation option. We would also have similar concerns as previously mentioned re previous proposals in that if young people are allocated "tenancies" without initial placement in temporary accommodation - this would exclude them the opportunity from accessing appropriate health assessment & support (HMHS &

Inclusion HC) due to access criteria requiring them to be "homeless" & many wouldn't be able to access mainstream health services appropriate to their needs (don't meet diagnostic access criteria).

Proposal 5 Views on how the council could develop more settled accommodation:

volunteer mentor schemes -
Are they allowed to stay with foster carers longer . Why not have a couple of houses where the young people can live and have some staff just keeping an eye on them similar to sheltered accommodation but for young people.
Not without further information on what is currently provided.
It's Not just About the Young.. You Do Not do..Enough or Anything to Help the Struggling over 50s
As in my earlier point, why not say all student accommodation buildings above 30 flats must have at least 1 for use by the council for homeless, if it is used by young people they will be with people of a similar age. You may find it more beneficial for a 2 flats in each building to be used so they have at least 1 person in similar situation to them
Bring more providers.
More services could be provided and not be institutionalised and should instead be more caring and homely for them.
Less institution
accomodate in shared houses with staff living in.
age for adoption
Support them to remain by funding rent shortfalls with DHP where HB is in payment and they are looking for or have gain employment. They will be helping themselves and have secure accommodation an not need to worry about loosing it. their UC housing element should be paid direct tot he landlord and the DHP. I know this goes against a earning an income intention but what more important secured accommodation or budgeting skills?
Prevention much earlier on, teaching life skills to vulnerable young people, not doing things for them! but getting them to learn for themselves. Nurturing environments that offer a sense of purpose and ownership.
We think the councils role should continue to be an 'enabler' rather than developing the ideas itself per se. Also, we suggest that the length of stay limits imposed in the previous strategy are revised to be based on support need in addition we also recommend that the provider is required to 'evidence' that the young person is ready to move into their own tenancy i.e. via agreed milestone achieved by young person.
offer more flats for young people and support across the city and county
Yes stop closing temp accommodations. Providing "support and assistance" is a get out clause for LCC
There are a lot of buildings around the city not in use; could these not be used, if renovated to a good standard?
build more flats for homeless
Its very hard for care children to become self sufficient, living in normal adult accommodation. Many 18 year olds not in care now remain with their families until they are much older. I think there needs to be a smoother transition, particularly for those who want to remain in education and go to university. Can you imagine leaving a childrens home and going to live next to a middle aged drug dealer? Its hardly a surprise what happens to these young people who are so vulnerable. Run a

consultation with this group and ask them what would of helped or what is helping. They are the experts in this area!
We believe that shared accommodation is a reasonable approach, but that regular and ongoing practical support will be important, including advice and guidance regarding keeping a household harmonious, regular house meetings, cleaning agreements, conflict avoidance and resolution, choosing who to live with, as well as lessons and support in household basics. In our experience, if properties are managed, landlords are willing to rent, and ongoing agreements may be possible.
Involving more partners outside the council who work with children.
Shared housing ? There are good examples of shared housing working, particularly where 'sharers' were known to each other and took on joint tenancies
More services and providers across the city
Yes. Extend the YMCA & more one to one support for youngsters
Work with other groups to provide move on accommodation. Not just hostels.
More day centres for the vulnerable and people with mental health issues or other illnesses
I feel more communication
Action Homeless has developed an innovative shared housing model that allow people to have a level of independence , but in LHA threlods . Support can be flexed to the individual, or property depending on need.

We would be keen to develop more of this accommodation with support from Right to Buy receipts. |
| Young people need to be taught and help to settled and this will be save the council struggling to find suitable accommodation.

More flats can be built for young people. |

Proposal 6 Comments:

You do not mention anywhere about people with dogs - this really worries me as for many their dog is their only friend and they will not take up help if it does not include their dog. What provision is made for this situation?
I would be very keen that we're able to provide temporary, urgent accommodation even for those people who are difficult or pose risks.
You have been working to reduce repeat homelessness for many years, particularly with the Revolving Door initiative. Need to develop real solutions.
As long as the other solutions are timely ie the person is accommodated quickly and there is not a gap while permanent accommodation is acquired.
I do believe this is a good proposal and in theory could provide support to those who need it; however it is vital that necessary professionals have information on how to signpost and support these people. For example, Emergency Duty Team (Adults Social Care) who cover out of hours and weekends, they need to have information on the short-stay temporary accommodation as people can be in need of support outside working hours. In addition to EDT, Police, Ambulance and UHL's need to have the information or how to signpost to those can give the advice.
I believe this is a way to out source council services by using the word commission more that is obviously your intention here . Keep public services in house.
Isn't it now time for The Council to acknowledge that its housing responsibilities are very diverse and it would make sense to contract out the provision of all services

concerning single homelessness to AHL/ The Y being specialists in the field. It is also time to be realistic that there will always be rough sleepers and for planning to be based around accepting this inevitability and to reduce numbers. Answers need to be found around rough sleepers from Eastern European countries where is no "duty" to house and no financial means to do so. Should there be some form of working communities and accommodation and if they aren't willing to work to the best of their ability to be deemed to have forfeited their right of residence and to be reconnected. We shouldn't set targets unless we have strategies that are capable of attaining them, who are they intended to impress?
the 'crash pad' needs to be a separate provider. work with other charity organisations.
More Lie's
Yes in principle. could you release land for the charities and you to work together on to build more accommodation? Could be in Leicestershire rather than in city if easier?
Stop cutting so many services and they might be able to help.
does not work this window... try it
Yes, but crash pads should be available for anyone.
The number of accommodation should be increased as it needs to be more than just one centre and there should be wider provision.
Crash pads need to be more available and need to be run by the charities.
Its a good idea , it should be accessable to all not just local connections. It should not be a the dawn centre. work in parnership with local charitys to provide this.
More places should be opened in order to accomodate single people. Places like the churches should be available run by charities and volunteers.
that would reduce rough sleepers
Prefer services to be in-house.
Although supporting the idea of crash pads in particular, in keeping with our ethos of everyone deserving a safe clean accommodation, we would want to have minimum agreed standards for crash pads so they don't become uninhabitable.
it would have to be clean facilitys , and it should be open to anyone rough sleeping
The additional provision like the Crash Pad should be away from the Dawn Centre, as many people already view the Dawn Centre rather negatively.
Yes but the above only happens if you have a duty to them. And if You have space. So no will not work. Lack of accommodation is the main issue.
Referrals via the council and other agencies are due to be largely online so those vulnerable people who have no recourse to internet services will be left unaided and essentially blocked form the system that pretends to be accessible
Proposal 6: Singles accommodation. Proposal: increase the range of housing solutions – 'Crash Pad' accommodation Temporary solutions (high support) Different models of settled solutions with a range of support Reduce repeat homelessness by providing more settled choices and options. Move from offering temporary solutions to offering settled solutions by increasing the

number of settled solutions available to relieve homelessness.

Terms used, such as, 'more choices/options – different models – increase the range of housing solutions '. This infers that such accommodation is available in Leicester. Reading the Homelessness Review 2017, the inference is very different:

2.27 The availability of suitable and affordable PRS in Leicester has become a growing issue…….. Other local authorities may also look to rent properties here…… especially London

2.51

• need for more affordable housing

• increasingly difficult for people receiving benefits to access private rented accommodation. Impact of welfare changes – Universal Credit

• increased demand for social housing…… fewer lettings…… waiting times are increasing.

To enable quick 'move on 'from temporary accommodation into suitable settled accommodation requires the available provision of suitable housing. At present this is not available and individuals are remaining in temporary accommodation for too long. This invariably results in 'bed blocking'.

Housing allocation needs to be reviewed. At point of referral the inference has to be that individuals are eligible to progress a registered Housing Application. The 'bidding process 'should commence immediately as the current waiting times for a 1 bedded property is approximately 5 months. Once under offer the onus has to be on providing the relevant information/proofs. All of those in temporary accommodation should progress their housing through 'auto bidding '.

Reduce institutionalisation.

The only way to reduce institutionalisation is to provide settled accommodation as quickly as possible and to reduce the need for staying in long-term Hostel provision. I'm afraid such accommodation only reinforces institutionalisation. Average length of stay in such temporary accommodation of 5 months only reinforces this. Invariably most service users (singles) who access such temporary bed space provision have been 'cared for ', for most of their lives. This may be through foster placements, youth offending, prison and numerous hostel placements (interspersed with prison sentences).

Embrace the ethos of the Homelessness Reduction Act and the need for personalised housing plans.

Such personalised housing plans should be realistic, taking account of local housing markets and the availability of relevant support services, as well as the applicant's individual needs and wishes. Who will have the necessary skills/knowledge and resources to be able to complete such numerous and potentially time-consuming

personal housing plans – how will these be reviewed and by who?
Again is 89 units enough? I dont think we should work with private landlords over this, this should come from council housing as this can be subsidised.
Cheaper/more affordable temporary accommodation is required. There is a struggle to work of repayment of former tenants arrears when residents are paying high current rents. Non- catered projects. Smaller supported accommodation providing intensive support.
Places should be available to anyone not just for certain people with specific criteria
If you can't prove that you are from the local area you cannot get anywhere, these services should be accessed by all
Should be wider and not just Dawn Centre Crash pad to be provided by charities
Places should be available to anybody who need it, not just for certain people with specific criteria
To engage with vulnerable people you nee people who can show empathy and build relationships. This cannot be supported if staff are being permanently rotated . We are still putting vulnerable people into empty tenancies without support. Then a late referral comes and STAR and other agencies are expected to resolve the situation. NASS to accommodation needs a better pathway. Also resources need to be put into CSG team to help them deal with the demand. Are we taking furniture from voids to re use? When I rang to donate furniture there was a 2 week wait so contacted another charity who took it within days.
Needs to be more places. Not enough help centre project helped me outreach are good
The proposals to have an increased range of temporary and settled solutions for single people and childless couples is welcomed.
Action Homeless fully support the proposals to re-configure accommodation for single people in the City. There are two aspects we would welcome being taken into account. Previously, support to the most vulnerable and entrenched homeless people has been time limited. It should be recognised that the principles of Housing First need to be adhered to in terms of support being flexible and available as long as it needed. In addition, the principles of Housing First mean that receiving support is not a condition of receiving housing There should also be regard to developing a range of housing options that included shared and self-contained housing. Action Homeless would very much like to work with the Authority to develop new models of accommodation, including adopting its' existing units and developing more units through RTB.

Consideration should be given to joint commissioning of services with CCG and Adult Care to look at more specialist services that focus on supporting those with the most complex needs.

Building flats is a good solution. But it's important to help the service users to keep their property. STAR teaching them to budiet so they can keep their roof over their head.

Response from Y Support service users:

For the council to work with partners (external too) who already offer tailored support to individuals

Both the strategy and this proposal suggest that Leicester City Council has no responsibilities to those that have no recourse to public funds. Whilst this is the case in so far as the Housing Act 1996 is concerned, there is of course other legislation (e.g. care Act 2014, Children's Act 1989, Human Rights Act 1998) which can require local authorities to undertake assessments which may, in certain circumstances, lead to the necessary provision of accommodation and subsistence support. Other local authorities (such as Nottingham and Islington) have taken a council wide approach to this matter (putting protocols in place etc) to ensure that appropriate support is given. Such support can include repatriation payments and does not necessarily require the provision of accommodation.

Whilst we are supportive of the range of accommodation options for singles and couples and are, in principle, supportive of the developments of settled housing options for singles who are at risk of homelessness, we would caution that crime and disorder considerations should be fully thought through (in partnership with the Police) before firm decisions are made regarding significant developments. We would urge that significant clustering is avoided.

We approve of proposal 6 to maintain the current "89 units of temporary accommodation" for single people and tentatively that "Over the life of the strategy increase the range of housing solutions" in addition to this. We would like to raise some concerns however:

• We are unclear about what is meant by "Crash Pad" accommodation? Does this infer a "night-shelter" – if so we do feel that in addition to supported temporary accommodation (which incurs a charge) there is a definite need for casual emergency "night by night" shelter beds to facilitate engagement with "rough sleepers" with aim of promoting positive health and wellbeing. We are excited about the potential for intensive and flexible support being offered at this stage which may eventually lead to access to more secure accommodation and engagement with longer term support services. We agree that there is a need for additional singles accommodation as beds at the Dawn Centre & Mayfield are always full, as are non-commissioned beds elsewhere (Heathfield, CoG etc) and there are still dozens of rough sleepers without accommodation who are reliant on faith-based charity organisations to provide emergency respite beds over the winter months.

• "Moving on from offering temporary to settled solutions by increasing the number of settled solutions available to relieve homelessness" – we are not clear as to what this exactly means and so find it difficult to comment. If this refers to offering people who are homeless tenancies – we would like clarity about what kind of tenancies these will

be? If people are placed directly into tenancies they will be ineligible to access specialist health services for homeless people. From years of working as part of the Frontline MDT we know that this group of people largely consists of people with multiple & complex needs. These people are often not diagnosed and their lives are often too "chaotic" to access mainstream health services to address their needs (or don't meet access criteria), so access to the kind of flexible assertive service that the HMHS (or Inclusion Healthcare?) offers is crucial. We would also like to know how Housing Options staff acquire suitable health assessment skills to determine whether people are suitable to place directly in 'settled accommodation'? (Without a period of time in temporary accommodation). People with Serious Mental illness (Psychosis, Bipolar disorder) can be mistrustful of services and will often avoid disclosure of mental illness / symptoms in non-specialist settings for fear of repercussions, we fear that there is a danger that these people and their needs will be missed if placed directly in secure tenancies.

Proposal 6 Views on how the council could develop more settled accommodation:

When travelling around the city I see many empty properties which with a little work could be brought back up to a suitable standard for habitation. I feel if these properties could be acquired you could use them as family homes or HMO's and reduce the number of homeless people to almost zero. I realised VAT has to be paid on these properties and builders prefer to build new houses that are zero VAT rated, but there must be some way that these properties can be used so they do not become derelict or vandalised - a prime example if the vicarage on St. Peter's Road which by my estimation has been empty for at least 10 years and is just now being renovated.

I know you cant but build some.

1. Contract out all these services

2 Voluntary sector and health professionals and adult services work together to supply services in places and ways that engage with beneficiaries. If those who are currently housed but vulnerable engage and are better supported they are less likely to lose their accommodation and those in hostels etc are more likely to maintain their accommodation

3 A greater diversity of accommodation ie Emmaus type working communities, wet house, a year round emergency shelter for short term stays- the quicker people are off the street the less their decline and the easier the return to society if they have basic educational and social skills if not a long programme of appropriate support is needed

5 Trained volunteers on a one to one support basis would give single people a better opportunity to maintain settled accommodation

6 In the USA there have been successes in rolling out clusters of pre- manufactured housing units for 20/ 30 individual residents creating a largely self supported community. It is low cost, radical and effective. If we keep doing much the same through much the same organisations why do we expect different outcomes- just look at the rough sleeping counts over the last 10 years and it shows the need for radical change in the way things are done, by whom and where. I know this will be hard to swallow and perhaps be considered unacceptable. There are some very good

services but we need to look in the mirror and say why hasn't it worked. The focus needs to be around engagement. I would make that the key word for this strategy and work to offer hope, develop wellbeing and create opportunity. This will enable people to be more settled and maintain their accommodation
make a comfortable environment so they feel safe.
Yehh' Not All Single People are Under 35.. Or are they Students. So Allocate some of the Student Accommodation.. For them
As in my earlier point, why not say all student accommodation buildings above 30 flats must have at least 1 for use by the council for homeless, if it is used by young people they will be with people of a similar age. You may find it more beneficial for a 2 flats in each building to be used so they have at least 1 person in similar situation to them. Large providers of student accommodations should be expected to give up 1 room per X number they rent out.
if council could have a program to support private owners/developers to build such crash pods...
Ensure services are available to ensure communication can be made i.e. telephone and access to internet as well as libraries, leisure centres, social activities, volunteering, ways to help community / others, guidance to work etc. encourage friendships / family
The crash pad should not be run by the council and should instead be run by volunteers or charities.
as above
Charities and volunteers should open churches. Crash pads should be given and opened in other places aside from the dawn centre.
build more social housing
taking over more propertys empty houses
Provide environments that foster ownership and support individuals holistically and offer a reason to live.
No. Think the proposal covers some good options providing it is resourced fully e.g. Housing First.
build more accomodation and more support for people who are going to be living alone for the first time
Offer long term supported housing do service users are not set up to fail
Provide face to face help as opposed to hardlining and going online
get support from centre project to help them maintain the flats
Prioritise and ensure that the Dawn Centre is an assessment centre (as it was always intended to be). Sufficient and suitable accommodation then needs to be found to ensure 'fluidity' to ensure ongoing bed space vacancies Provide more affordable accommodation for single people. Incentivise the private rented sector to accommodate single people. Investigate training and work opportunities for single people.

Where accommodation is sourced, tailor support to ensure it is sustainable.
I understand the focus on single people but couples can be in a worse position if they are a poor influence on each other. What if one wants support and the other doesnt? Its important to help people as people
The desire to work with all agencies must be genuine and must be carried through.
Increased provision should be away from the Dawn Centre. It is not safe and most people will not access it.
The increased provision should be away from the Dawn Centre
Increase provision away from the Dawn Centre
Increase provision away from Dawn Centre
The University seems to have a great deal of cash-what about some joint community funding.
I feel not enough services
The private rented sector provides a large and growing supply of accommodation which could be accessed. Could the Council (or a related organisation) facilitate this by leasing such properties on a long term basis? SHARP's experience is that disrepair is becoming an increasing problem in the private rented sector so any arrangement must ensure that the quality of accommodation is good and is maintained as such. The Council needs the resources to be able to do this. Also relevant here are the recent changes to housing benefits and the roll out of Universal Credit in the City in coming months. This has implications in respect of the private rented sector and would need to be managed as best as possible.
A reconfiguration of exiting homeless accommodation to support the Housing First services, this includes that owned by social Social Landlords and is currently being disposed of. Tackling of empty properties in particular large houses that are often operating as un-registered HMO. Looking at innovative schemes like containers and flat pack. Using RTB schemes to acquire more existing stock and converting into use for homeless people.
More flats, even splitting current houses into flats.
Response from Y Support service users: Closing hostels has proven to be a mistake, they could have been used for more specialist type of care i.e. preparing service users for their own accommodation, more ongoing work in the hostels, more available work like activities, there is a need for setting up bank accounts, obtaining IDs, help with proper debt advice and budgeting - This is already being done in some services who work with other partners - like at the Y Support project by support workers and the mental health access worker

Proposal 7 Comments:

We have tried to refer into floating support and informed that there is a waiting list. For us the need is essential.

A review would be great but we need to recognise that the removal of lower level support services could lead to the Council spending more on more intensive support. The impact of any change has to be considered across the Council
I thought STAR was already undertaking this role.
said yes but not sure I fully understand. Is there a reason the commissioned services were not being utilised eg lack of knowledge, need there but referrals not being made.
75 units of floating support services (primarily available for private sector tenants). The current contract has not been fully utilised - which indicates it has been used - what impact analysis has been done if this is withdrawn - could it not be a scaled reduction reviewed over a longer period to assess impact. We think it would be helpful to define what housing related support would be available to an individual in each of the above scenarios - defining the offer is a good idea it sets out intent - informs the public of entitlement and holds services to account. It also protects services from being held to account for things they are not able to deliver so works both ways
The Bridge Homelessness to Hope welcomes this and has been advocating it for over 5 years. They would welcome the opportunity to be part of this planning. Mentoring can achieve fantastic results, as we can demonstrate, when offered to people who have aspiration but who aren't seeking some form of support worker.
the level of need how can it be under-utilised. people do not know where to get it. let day centres like the centre project do it. since people can get to it easily.
Just more of the Same.. Bull
The council is cutting so much preventative work throughout the council services like social care there won't be any preventative services to use.
Current floating support: People don't know about it.
Current providers are not known by the general public and so should be put in a position where they are more widely known. This would then make sure they are more aware and then these services can be provided.
who is doing the work now , others are already doing the work like centre project who are already doing this work and not being paid for this .
More organisations should be made available in order to be seen quickly as someone with an issue does not want to wait to be seen if they want to have their issue resolved as quickly as possible.
it should not be time bounded on individual need , some adapt quick others don't it shouldn't be time bounded
I believe the funding STAR receive over £1m could be better used ACROSS the tenure particularly focusing on private rented accommodation as STAR work with those in social housing the MOST secure... how fair and equal is that to all tenants? its not......I suggest you disband STAR, get housing officers to expand their role to carry out the work STAR do as they should 'know' their tenants and re envision the support focussing on the private sector.
We think Floating support services are needed and provided a great service however, we don't support reduction in units as we feel that the under-utilisation may be due to factors not yet fully understood including the need for people to build trust with a prospective worker which can take a significant amount of time in our experience and the number of young people particularly who fail their tenancy within the first year and haven't engaged with current FSS.

Agree - Prevent, Transition, Sustain - STAR & Family Support Service have been doing this since 2001.

The whole reason the Family Support Team was put in place was to prevent re-occurring homelessness by building on existing life skills and helping sustain tenancies - you all say there is no reoccurring homelessness - so if it isn't broken don't fix it.

Floating support is needed - face to face consistent support is the way forward. Help people to help themselves, help the most vulnerable people sustain tenancies - ultimately this will save money and lives.

i think you should keep the 94 units , there should be more places where support needs can be met like the centre project where you can access without an appointment

Floating support should be available at the point of need and readily accessible. Some of the day centre clients get support to sustain their tenancies by getting ongoing support to deal with issues such as repairs, rent, utilities, without the need to make appointments. Day services are more responsive to client needs than floating support services that have to fit someone in when the appointments are available.

You are trying to gloss over what Star actually do.

This is a service which is dedicated in supporting vulnerable clients with face to face support.

Is this something that will definitely be offered by another service and can you guarantee on-going face to face support for the most complex vulnerable cases?

We look after council tenants- in order to access help from other agencies - you need to be privately rented - how many of those cases got past the gate keeping approach endorsed in order to limit the help public receive in the end to prevent homelessness ??

Swift referrals form single access and referral services can make the key difference in preventing someone from sleeping on the streets.

Housing related support is an important aspect of homelessness prevention and wellbeing and should be given a strong backing from the council. If pursued properly and with the right resources, it can also maintain and improve health and wellbeing. It is essential that more attention is paid to preventing health problems arising from damp accommodation and to ensuring that private landlords are forced to pay attention to their duty to provide for the safety and wellbeing of their tenants. Accommodation should be a home, not an unhealthy, unsafe trap. It is a crying shame that the Private Member's Bill introduced to address these issues properly did not make it through Parliament and included opposition from Labour MPs. Leicester must make the difference here! Housing related support must be part of that.

letters and advice can be obtained from the centre project

I like the idea of coaching aka counselling to keep people off the streets. I think this is the best proposal.

We welcome this and would be interested in working in partnership as all people who are at risk of homelessness or have recently experienced homelessness would benefit from a service to address specific questions or concerns and to build

resilience. Access to continuing support from a trusted mentor at times of transition and stress or on a regular befriending basis can make a big difference between sustaining a tenancy or becoming repeatedly homeless, or survival and thriving on the one hand and despair and defeat on the other. It is important to determine the best circumstances and conditions for providing this kind of support – the terms of engagement, the location and the regularity.
In house floating support services already provide coaching/mentoring type support within their own wrap around/holistic approach. They work through all three main situations. The new trailblazer scheme would be useful to the private sector as support provided is shorter term. If the coaching/mentoring scheme is aiming to be used at the Prevent stage - how are the cases identified - usually people only present when things are failing or when in crisis? It is likely difficult to coach/mentor someone who is at crisis point.
Dependent on the review outcome
This is a very simplistic way of looking at support and inline with providing an advise app! and shows complete lack of understanding of the human cost of homelessness. STAR already provide individual support plans through assessments and with the service user agreement. To put support in tick boxes is to say everyone's experience of homelessness is similar and derogatory to STAR workers.. If what support is provided is unclear then no effort has been made by the individual to understand what support is required by someone who is vulnerable and their vulnerability. To "coach" someone to make a call to their Landlord for repairs also has to accept that the service user must be able to challenge and complain when a repair is not completed. Empowering is not through coaching but through confidence building from a positive place in an individuals life.
Nobody knows about it and it should be more accessible for people 24/7 and not just by appointment such as the centre project who provides support
No one knows how to access the service. People moving on to new homes come to places like the centre project does most of the work. because it is easy to access via drop-in. It meets the need of the clients when they want support, not when the service is ready to support them.
Floating support should be accessible, like the centre project
Why under-utilisation? Services are provided by other groups like Centre Project and Y Support. Give more money to day services
As long as the review and analysis does not result in a reduction of funding. Places like the centre project need more funding to stay open longer. A lot of the Centre Project user do not feel safe anywhere else and are most vulnerable
Nobody know how to access the service. Most of them work is currently done by the Centre Project itself
Nobody knows how to access these services. Centre Project clients say they won't go into places like libraries etc. Centre Project signposts clients to these services.
Centre project service users do not know about these things. A strategy on how to

best advertise would be good. The centre project does much of this type of work
The SAR is a bottle neck. It is under resourced and will only ensure delays in allocating support. Ask P3 who are adamant that the reason they are under utilised is HOC. Any provision which goes through SAR is starved of referrals. There is little transparency and even as part of the council it is extremely difficult to contact and find out information. Coaching and Mentoring I am disappointed that after managing the STAR service for 17 years no one has bothered to ask about how we coach and mentor. We have a wealth of experience including the boost project, pre tenancy training, service user involvement. It to be reinventing the wheel and not benefitting from the experience and knowledge within the sector. I can only presume that coaching and mentoring is anticipated as cheap version of support. There are no shortcuts and a more joined up approach to problem solving would be much more useful
I needed support never heard of them got support centre project
The floating support should be more accessible at places like the Centre Project which I go to. I get support when I need it.
If the current 94 units of housing-related floating support are not fully utilised then it is important first to understand why they are being under utilised. The need seems to be there so are the referral mechanisms working effectively? It would make sense therefore to review first and then based on evidence gathered make any reductions. It should also be noted that it is often easier to provide the support necessary if you are not the landlord.
We support the shift in emphasise of floating support. However, for those with long-term support needs there needs to be on-going support that focuses on health and well-being, as well as tenancy sustainment. Again as outlined in the principles of Housing First, some tenants will need on-going support. The other key service missing from the current homeless pathway is effective resettlement support. Currently we are experiencing a gap between those leaving supported accommodation and moving to their own tenancy. Our clients highlighted this issue in their feedback.
STAR Floating support services cover all of the 3 scenarios. Personal contact is important as not many people like using the phone. STAR will even go into people's houses and this often revels underlying issues that need attention beforehand. This service can never be done over the phone and the council will suffer the consecuencies.
Response from Y Support service users: - Where does the council think the extra help will be coming from? - Floating support needs to be more flexible - not just a card / letter through your door then they close your case

- Floating support need to be able to carry on supporting people until people are confident enough to manage on their own - they should be part of this decision making process, not just be 'closed'
We would not support proposal 7 to "reduce the number of 94 commissioned units of floating support to 75" for the following reasons: • If LCC are aiming as a larger goal "to prevent homelessness & repeat presentations" then we think that floating support for individuals should be increased rather than reduced? Especially as LCC predicts that the majority of homeless people will in future be placed in private rental accommodation. • We would also like to see floating support accessible for longer than the current 4 months if there are complex and longstanding needs, and if it has been a significant length of time since the individual managed their own tenancy. • We would however commend LCC for re-adopting the "coaching/mentoring service for individuals to prevent homelessness" as the pre-tenancy training previously delivered by the LCC STAR teams in the past as part of preparation for new tenancies, proved in our experience to be a very useful & effective initiative in maintaining tenancies.

Proposal 8 Comments:

My response would be the same as for proposal 7.
I assumed duplication had been reduced as a result of the last Review and Strategy. Why is it still there?
I have said yes to this in the hope that this will help to reduce the number of people on the streets of Leicester. I realise this is probably as a result of government benefit changes and the council is left picking up the pieces, but I don't want to live in a city where people are sitting on the streets with a wheelie suitcase looking like they are freezing. I want to help and don't know what to do.
Long as this does not mean a reduction in service.
Sounds a good idea but why are the outreach services not available 24/7. Rough sleepers need support to be accessible
Not really sure about this - whatever is available is clearly not working there are a high number of rough sleepers in the city centre which as a person walking through town appears to have increased significantly over the last 5 years. What's the evidence base for the proposal and changes - is it working in others areas similar?
Again as previously stated, ensure that there is an out of working hours support service.
it is important to keep an outreach team .
There needs to be year round Emergency Shelters. There needs to be specialist provision for people who are excluded and a new attitude that an exclusion is a failure by the provider. The provider should only accept people it feels competent to deal with and then if an exclusion follows they need to view it from where did we go wrong. Did we work within pie principles? For those no one feels able to accommodate then new specialist facilities need providing, housing first (like anything else isn't the answer to everything- nothing is)

The information provided suggests that all is happening is a service analysis review. I agree with this but is it necessary to consult on this? There is no information on what will be different so cannot express support or opposition.
Same bull..
It sounds good but probably means cuts which are not reasonable or moving the problem so it is less obvious.
Yes, as long as its a better service.
As long as they work together correctly
Bring teams together to help the situations and deal with the problems.
work better together more ideas to eliminate homelessness
about time.
The outreach team and revolving door services offer specialist support to a very difficult client group, I do not feel the more 'general needs' providers could do as good a job, These services have been cut in the past and the reinstated. Leave that service as it is or the talent and skill will be lost.
having worked in homeless services since 2006 I am well aware of the roles of both the outreach team and revolving door service. and work closely with them, in my opinion their roles are very different and the support that they provide for homeless people is very different although obviously linked in some ways. I feel it is of course a good thing that all services work closely together but I feel that an amalgamation of these two services would not be in the interests of homeless people in Leicester.
Understand and agree with amalgamation of teams and development of an assertive outreach approach but would want this to be more visible and obviously focussed on street homeless hotspots.
I have idea.. Outreach needs a van.. This could be parked in the same locations across the city, at different times days etc. Rough Sleepers would know where to be at what time to receive support and sign posting - they could hop on board the back of the van for a confidential chat, fill out paperwork, get a cup of tea. This would be better then dealing with people on the street - would look more professional and have some co-ordination.
so there are more people looking after the rough sleepers
Rough sleepers need a bed. Once on a bed services can be put in place. But need th secure a bed space first. If there were beds why are so many on the streets? As from reading all the above proposals the main issue that I see is no duty no help, but the councils get out clause is support and assist. Just words!
Details on "transition " proposal ?? What are the realities of a new transition service ? Again it sound like you are just trying to save money by cutting jobs and squeezing services to the inch of their lives.
Please ensure that the expertise acquired in the field is not lost to a cost-cutting approach. I know people who have slept rough, who have used drug and alcohol services and it is widely attested by former service users that certain of the low-cost, private options provided to replace effective drug and alcohol support services have

been much less effective. We don't want support services for rough sleepers to go the same way.
I agree that resources should be maximised and not duplicate support, however, the skill sets required between the two teams are different. Outreach support on the streets to move off the streets. Revolving Door supports once they have come off the streets, they will stay with that service user through their whole journey from temp accommodation, back on the streets if evicted, back into temp accommodation and into a tenancy and remain with them until the risk of losing that tenancy has been minimised. Support in temporary accommodation usually is minimised as the support is managed by Revolving Door as is housing options. Revolving Door involvement will likely increase with housing options once the personal housing plans are implemented.
So long as this is not another cost cutting exercise
Agencies should work together as long as they provide a better service
No information given about the timescale of the review; agree that need to ensure there is little or no duplication; one service may be advantageous although would be concerned if overall resources reduced ; close collaboration with CCG important in this area.
Agencies should work together & share information regarding rough sleeping
I thought they were 2 fundamentally different teams with different remits and expertise. It would be a great loss of knowledge and expertise if this became a watered down version of both
Combining the Outreach and Revolving Door teams would seem to make sense bringing about greater co-ordination and a streamlining of the service with potential cost savings. Developing a good personal relationship with rough sleepers is crucial and needs to be a key component of any new working arrangements.
We agree that their needs to be a complete reconfiguration of the approach we take to supporting the most vulnerable and chaotic individuals who are stuck in a cycle of homelessness. Consideration should be given to looking at linking up dynamic psychological interventions with other health partners. We would also support a more assertive approach to tackle those who engage in behaviours that put themselves and others at risk.
The support provided by Revolving door is personal and help the service users to be safe. These supports can never be offered from an office. And the service users will be left to manage their caothic life which is impossible. The council will be making a mistake cancelling this type of personal services.
Response from Y Support service users: - It is felt the real problem of rough sleeping and 'sofa surfing' is yet to be realised as the chaotic lifestyles that these people lead makes it very difficult to know how many are to be helped or indeed found and information / help is to be got to them

- this sounds like a return to outreach and resettlement - need for consistency - people need to be given time to work with support
We support this proposal and feel that this should be urgently addressed.
We do not support the proposal to "Bring together the Revolving Door Service and Street Outreach teams & move towards a transitions service" and we are not clear what the rationale for it is. Our concerns are outlined below: • We do not consider there to be a "duplication of services" as each team provides much needed unique services. The teams have distinct skill sets and differing remits, and both are effective and essential members of the MDT approach to tackling homelessness in Leicester. • We were pleased that the Outreach team were able to expand earlier this year and extend their working hours; however, they are still a small team and this offers the advantage of being 'known' easily by those rough sleeping' . The 'Transitions service' could look markedly larger and rough sleepers would then be less able to get to know those doing outreach work. Experience of working alongside the outreach team has shown that being known to rough sleepers and staff being 'consistent features' in the lives of rough sleepers is crucial to successful outcomes for the team. Rough sleepers need to be able to 'attach' relationally to one or two members of staff who 'don't give up', who keep on offering support until the time is right for it to be taken up. This model of working will be undermined by the staffing of the outreach team changing frequently or expanding substantially. A very 'close knit' Outreach team is also essential to risk management for the street work they do. • We consider it to be essential that the Team Leaders of the RD and Outreach team also contribute to the case work of the team. The current Team Leaders have excelled at this and set an example to us all in how to contain and manage a team whilst at the same time working alongside them. We feel that this element of the work would also be undermined if the teams were merged together in a 'Transitions service' because a single manager would not be able to offer RD case work as well as undertaking outreach during unsocial hours. • If there was any expectation for members of the RD and Outreach team to work rotating shift patterns in order to engage in both kinds of work (RD case work and O/R street work), this could have a huge detrimental effect on the health and wellbeing of staff. • The proposals are unclear as to what exactly is meant by "Transitions service"? More explanation is required in order to fully comprehend and comment on the vision offered?

Proposal 9 Comments:

These services should have been addressed during the previous review.
For example, we plan to offer tailored structured support (i.e. individualised action plans) for rough sleepers engaging with the Outreach / Revolving door teams

('Transitions' service). what about those who for a million complex reasons do not engage - a service offer is always an offer we need to move away from an or else philosophy there is already too much of an implied threat in terms of policies. - the service needs to retain flexibility to be responsive in ways that people want to engage.
The Bridge Homelessness to Hope doesn't suffer the unfair, in my view, stigma attached to The Dawn Centre and so to YASC. It is also viewed as at least unbiased or, by some as a trusted friend. It can potentially offer a pathway, in partnerships, to those who don't traditionally engage with current services and can build slowly through trust into engagement and onto hope, wellbeing and engagement by joined up partnership service working.
Nothing to oppose or support here. Seems as though things will continue as they are now until a review has been carried out.
do not just 'part fund', fund the service fully in order to meet the needs of individuals properly. Expand opening times as there is nothing open on a Monday. only aware of the centre project that is open in the day and is open to all. people get all types of support, more like floating support, when they need it.
None
Stop looking for cuts. Look at the real problems here. These are human beings treated as less than human. If you look to do it properly fine but don't seek justification to hide the issue.
As long as the review and analyses does not result in a reduced funding.
The centre project should be opened more than three days a week and then they can therefore they are more occupied during the week. If the Centre Project is not currently available, all of the service users would be isolated and be left to their own devices. Therefore they would not be able to socialise with others and would isolated.
More funding for places to be open longer in the week such as the Centre Project and reviewing should occur as long as they don't stop the funding due to poor reviews.
the centre project gives me a place to go to , to get out of my flat , getting help when i need it , like with my finaces , calling doctors , speaking to the on site nurse assisting with getting the correct benefits , when im feeling low and need someone to talk to , otherwise i would be in the pub , theres no where else for me to go in the day and i would end up spending alot more money its finacially better for me to go to the centre project.
Day centres such as the centre project should continue to be funded in order to stay open. More funding should be made available so the centre project can be open more days in the week.
the centre project helps to build my confidence , helps with CV how to get a job form filling , i can access this service without an appointment there's no place like this which i can access locally where i feel safe and i can also see a nurse Councillor and pastor service this all helps with my mental health whhich help me maintain my accommodation
would be difficult for me to function without centre project due to my mental health , mood swings varies listening , give advice guidance with opening up with talking to staff they help me to help myself its about bettering themselves they give me the confidence to help my self. for my personal need I find I use the centre project for the

above I would feel intimidated not very welcoming I think to keep that separate from centre as the only thing we don't get at centre is a shower. I think centre should get more from the council to continue the good work of helping others to better themselves it is very inviting warm and trusting.
Yes as our Day Centre already provides much of this and has done for several years now.
i feel you should give the centre project more money to continue them to do a good job , i get support from nas and centre project for my support needs i do not access the yasc as i have never needed to
Hopefully, the proposed reviews are not just another way of reducing the already minimal funding provided to the Day Centres. The day centres already provide person-centred support helping individuals undertake relevant actions to help prevent their homelessness. More investments should be made to the existing centres by using some of the spare capacity in floating support services. There are many organisations that provide support a but manly in the evenings. It is only the Centre Project that is open throughout the day, where anyone can drop-in for tailored support as well as help to reduce isolation. Many Centre Project clients do not access other services like the Bridge or YASC and are able to access the holistic service provided by the Centre Project. The Centre Project already does more than its commissioned to deliver and can do more with additional investment.
All I see is that you are looking at more cuts due to charity's assisting they are assisting due to the past cuts and a need for assistance.
You "plan to offer". So no guarantees then ?
the council send you to the centre project for help support aand advice without the centre alot of people will stuggle and more going to the coucil they would have to stay in there flats and be isolated people will get in a rut staying in benefits will be disrupted housing accom could be lost
But far too many of these services rely on donations!! They need to be further subsidised by the council.
We wonder if appropriate and engaging provision is available for all age ranges. We know that non-custodial parents, for us often young fathers, struggle to find a place to take their children when they see them. In addition, the activities that our client group would like are not available, including a gym, games, and other exercise options.
Day services are needed especially for Outreach/Revolving Door - both teams currently have no interview space to be able to have private/confidential contact with their service users. They often have to provide support one the streets. Increased access/availability for those teams would be beneficial.
More joined up working with the non-commissioned sector needs to be undertaken.
As long as the review that has taken place does not result in reduced funding and instead may require more funding in order to be open more days in the week (such as the centre project)

Continue funding - actually increase funding to day services to provide more services. Places like the Centre Project is the only one open during the day. Other providers like the Bridge are only open in the evening, places like Open Hands are providing services that need referrals. keep the Centre Project and enable it to open for longer. No provision on Monday.
As long as the audit reduce funding with these organisations
Keep them open. People would be happier if they opened for longer. They prevent isolation. Vulnerable people cannot go to Dawn Centre. The Centre Project is only place open during the day. You can get any support needed. not appointments needed.
As long as the review that takes places do not result in reduced funding and may require more funding, so that places like the centre project can open longer
Day services are different to other homelessness providers. Many services are only open in the evening and cannot be considered day services. people need somewhere to go during the day
Continue funding Centre Project as they are the only service open during the day. Increase funding to support the work done by the centre project.
Continue and increase funding. The centre project is day service whereas others only operate in the early morning or evening
Need to keep funding to centres and increase funding so more work can be done I've had lots help centre project as other users have had to
Keep the day centres different. Not all people are the same. The centre project is accessible and open to all. Can do more floating support work to prevent homelessness
YASC and the Centre Project provide good services and their continued support is therefore welcomed. Public resources are very tight so there is logic in carrying out a wider analysis of all day services for homeless people to ensure that budgets are being used effectively.
We support the continued funding of day services, however we think there should be review of service to ensure that there are clear aims and objectives for these services and that they do not continue. To support and enable individuals to maintains their chaotic street sleeping or street activity.
It's important to give this group of service users a personal touch as most of the time the feel left out. They need services that go to them as they will only going to service at the last minute or sometimes too late. Hence why services like Revolving door are very important.
Response from Y Support service users: - It seems once again that the powers that be are over relying on the volunteer sector. This though is fine as long as grants / funding is made available to them - Recognise the work done by the Y Support project, already providing tailored, structured support - Council need to work better with partners
We are pleased to see that day centres services are being reviewed in light of wider homelessness services. it is our understanding that day centres are something that developed when the available temporary accommodation tended to be in the form of "night shelters" which naturally required an equal and opposite "day centre". Now that

temporary accommodation has been much improved, it seems right to review this.
We would support the general proposal to continue existing funding of day centres for the following reasons; • The HMHS is pleased to see that with retaining the accommodation, day centre and health functions of the Dawn Centre, the multi-agency one stop shop (including weekly MDT meetings) can continue. Without the one-stop shop our access to homeless people who are struggling with their mental health is severely restricted. This is partly because of the mutual risk management procedures that we and our partner agencies have put in place over the years to keep each other safe. Whilst we do work in other settings outside the DC, these risk management procedures are not available elsewhere (eg at The Bridge or other hostels and homeless services) which means that extra precautions have to be put in place which draw heavily on the resources of our small team. The close collaborative working that comes with Leicester's multi-agency approach is nationally recognised and continues to be a 'stand out experience' to those visitors that we have hosted from homeless services in other areas of the country. We would, however, like to see explicit mention of the multi-agency one stop shop in the strategy as it is notable by its absence. • We are concerned that there seem to be more and more frequent exclusions from the one stop shop via 'building bans'; this undermines the one stop shop because people who have a ban relating to one area affects access to other services. It could also end up affecting 'footfall' to the Y Support, IHC and HMHS. In these circumstances there is need for further exploration of alternative & effective measures that can be put in place including approaches to relational rupture repair and reconciliation.

Other considerations comments:

I believe homelessness will increase post-Brexit when interest rates, inflation, food and property/rent prices will increase. I think there will be a greater need for food banks and social / council housing. Are you able to prepare for that now by increasing the amount of property to which you have access?
Long as any responses come with action, rather than just static monitoring that does not result in a change or newly commissioned services that will respond to demand.
I feel it is important that the issue of homelessness does not become some form of lottery. Where people see that they can get better treated by one council as opposed to another. This would obviously put a strain on resources whilst other councils would see a percentage of their homeless problem walk away !!
can we have a service which can change quicker in terms of demand - so for example respond to seasonal variations increasing and contracting a more 'live time' response - it all seems a bit big picture
It is important to monitor these services. With brexit people will be worse off financially Jobs may move abroad this will lead to more homelessness
Prevention is economically viable. However if numbers are set to increase by 12% it would make sense to reduce the number of rough-sleeping homeless prior to any

guestimated increase in homelessness.

Street surveys counted by support services one day do not account for the real magnitude of homelessness the day before or the day after. They can only count the number of visible homeless people at that time - numbers that fluctuate on a daily basis.

There needs to be some in depth local research into the impact of NPS on the increase in homelessness. I have lived in and around Leicester for 20 years and have seen a much more visible and growing homeless population over the past three years. Whilst it is obvious that austerity has a huge role in this I also believe that the impact of NPS (as opposed to other traditionally available drugs such as cannabis, heroin / crack etc) is having a devastating impact on already vulnerable people. Until we as a society can get a grip on the rise of NPS (not helped by the blanket ban and passing another source of income into the hands of the black market) the situation will get worse.

You are a Publicly Elected Body..So

Treat All your People.. With Honesty

and Respect they Deserve..Not just your Politically strategically Chosen

Members of your New inner city..

Asylum's & Refuges'

Look at why there is an increase in homelessness. Get the true message of the austerity being faced by the poor in our city. Do a freedom of information on what the differences are between how people were classified as unemployed in pre Thatcher times to now. Look at the homeless issues pre Thatcher and now and how many food banks now exist to then. Look at social housing stock differences, look at the real cost of living and real wages the poor are earning, excluding electrical goods like computers. Cover food, rent, fuel, amenities. Look at what used to be covered in benefits prior to Thatcher. Look at the lack of choices of work available for those with limited academic qualifications. Then be brave enough to publish your findings. Her policies led to the mess we are in now .

It is important to continually monitor the situation and adapt provision accordingly.

they could build other housing in the city to accomodate homeless people.

Favour the bias to prevention.

I suggest you do more to get local landlords on board. You are not doing enough partnership working with DWP/JCP to secure UC housing element to private landlords to secure these payments go where they should and work with the secure to encourage offering accommodation to those on HB/UC housing support

Think it's positive to retain an element of flexibility and the ability to negotiate further provision from key providers as the need arises.

So homelessness is increasing (as above) but there is a need to reduce units because homelessness is reducing (said somewhere is this survey)..

Homelessness will rise and will never go away (unfortunately) especially with the introduction of UC.

There will always be a need for holistic, emotional, pro-active, caring, child focused, qualified, quality services when working with homeless and the most vulnerable - its not all about saving money, its all about saving lives.
Joined up thinking is needed! Put pressure on other departments within the council to stop selling off stock, make properties available, etc, including planning to re-define permissions on disused buildings. Putting pressure on vacant private properties too! It make complete sense to add a mental health and social care needs assessment to Housing Options initial registration and process this information quickly to ensure the support is in place as people start a new tenancy, not months later once they've messed up already. Mental ill-health and the lack of support for it, is one of the biggest needs / gaps
keep centre project open i have help with: fill in forms if i need to make phone calls if needed   print documents if needed (save money)gets you out the house which reduces isolosation make new friends
The proposal to end homelessness by 2020 is a noble one but will not be achieved if funding cuts are implemented.
So what you really mean, you know homelessness is going to get worse and you hope more charity's will step in to assist where you are not willing too even though you know it's needed. Cost saving very clever on the back of charity's. More thay step in more you withdraw. They have had to step in for a reason! Care about human beings which obviously the council do not.
give the centre more money and more events to help them to stay open more funding to get more staff to continue its a welcome ing place
Paid work has always been identified as the priority to ensure individuals are not caught in the poverty trap. The Local Authority needs to (as a major employer in the City) be innovative enough to provide paid employment – initially through monitored supervision for those most in need. This opportunity will give individuals both purpose and confidence in preparation for long term employment. With the support of the City Mayor, Leicester can look to improve on its current DCLG ranking of the 21st most deprived local authority (out of 326).
Homelessness is rising because our current government do not care about the poorest people. We need to set an example in Leicester and help these people. Homelessness is an issue any one of us could face. Preventing is important, but working with people to work out how to support them back into normal life is also very important. I know some people refuse help but we need to understand what they need to help them best.
Young people aged 16-25 would benefit from regular access to facilities that provide somewhere to go, something to do and someone to talk to. This is probably true of older adults as well.
Day services is the way to provide more information to meet statutory
The National Homelessness Property Fund (NHPF) managed by Resonance is a social impact property fund. The NHPF purchases properties and then leases them to

homelessness charities who tenant them in partnership with the Council, taking people from the homeless register and moving them in to quality, secure homes on ASTs. The charity (in Leicester this would be NACRO) then provide light touch support to tenants, signposting to existing services as well as utilising their own programmes and expertise to break the cycle of homelessness and allow families to move on with their lives.

Considering Leicester's proactive strategy proposal, the NHPF could be very well placed to provide guaranteed LHA-rate rental homes for the Council as well as making savings by removing the need to supplement (often expensive) TA costs.

Resonance and NACRO would very much welcome the opportunity to be involved in the conversation around future homelessness prevention strategies and perhaps where the NHPF may be able to get involved.

Attached are links to a Q&A session which explain the Fund in a bit more detail as well as this year's social impact report which outlines the positive impact that this Fund is already having for it's tenants in Bristol, Oxford and Milton Keynes.

Q&A Session - http://www.room151.co.uk/treasury/qa-john-williams-of-resonance-on-their-social-impact-property-fund/

Social Impact Report 2016/17 - http://resonance.ltd.uk/wp-content/uploads/2017/11/NHPF_Social_Impact_2017.pdf

To discuss further, please get in touch with John Williams - John.williams@resonance.ltd.uk

No more flim flam on numbers get a real view of the number of hidden homeless who use day centres
The Centre Project needs more funding so they can open longer instead of 3 days a week. All of the user would feel lonely and isolated if they were home alone instead of coming to the centre project which all of them really look forward to
Day services should be prioritised as people need to access services during the day. Many do not want to venture out at night particularly in winter
Day services are vital to prevent homelessness and should have more financial support. Vulnerable people don't like accessing night time services
UC and general harsh welfare reform is anticipated to increase the numbers of homeless people. Digital exclusion will exacerbate this. I think digital inclusion officers with welfare/housing knowledge would be a great preventative/early intervention tool. They could be based at Libraries where there is currently no support
I feel centres need to be funded and kept open
No
SHARP's experience is that homelessness is increasing in the City and the pressure we are under to try and help all those who approach us for help is very considerable. We believe, however, that we have the expertise to help prevent homelessness and as the only VCS organisation specialising in housing advice in Leicester then we are keen to play a key role in homelessness prevention in the future.

SHARP understands the financial pressures which the City Council is facing and that the homelessness service has already had to make significant budget savings over |

the last 4 years. Our calculations suggest that this could amount to a 27 % cut. We appreciate there will be an expectation to make further savings but believe that your homelessness strategy should be driven primarily by need and not by financial requirements. We would hope that you would be able to make this case in the Council's budgetary deliberations and any discussions with elected members.

While emphasising the importance of homelessness prevention, we would also want to stress the need to tackle the shortage of affordable housing in the City. So many problems come back simply to the fact that there is a huge shortage of affordable accommodation. SHARP understands that many things lie outside of the control of the City Council but if this shortage is to be overcome then ending the right to buy and securing substantial public funds to finance a very considerable house building programme by RSLs and the City Council are badly needed. Presumably the Council has been and will continue to lobby for this - you have SHARP's full support for such an approach.

No other comments.

My advice is to create services to avoid such circumstances. This will safe time and money to the council.

Response from Y Support service users:

- Services like the Anchor Centre and Y Support at greatly appreciated by service users. They state that life would be very difficult if any of these organisations were to disappear. It would be better to fund these organisations, who are already doing the work needed, rather than try and start new agencies and duplicate services

- Maybe streamline other services

- Look at cost effectiveness of merging 'in house' council services - how much does this costs?

Prioritising homelessness prevention over provision of further temporary accommodation seems the sensible option should demand increase significantly.

Comments about the whether the homelessness strategy covers all the issues effecting homeless people in the city:

I understand there are priorities for families, substance users, children etc. but there seems to be an under-representation of services or means of making aware of services for regular, single, non-drug dependant, alcoholic, ex-offender homeless men, and women.

There also has been no mention at all of the people who are street sleepers who have dogs and whether or not they will be accommodated together, or of families who become homeless who may have a cat or dog or other pet - what happens to their pets?

There is also no mention of people who rely on food banks and people who are living right on the edge of society, how they are to manage in the future as food and rent prices continue to rise and they may become homeless. Again, what happens to their pets and children. Are they housed together. Do shelters take pets?

Also, do shelters charge for accommodation and if so why? I have been told that the Dawn Centre charges £52 a night. Is this correct and if so how can they justify charging more than some hotels, especially when the service user has little or no money, and housing benefit would only cover a couple of nights a week? Are they then expected to go back on the street for the remaining nights?
I would want the strategy to acknowledge those people who struggle to navigate the systems and may be left vulnerable due to their needs (MH, LD etc) that may make it difficult for them to apply
I hope its more effective than the shameful poverty plan which has been totally inadequate
I think it is wide enough to facilitate contributions on all aspects even if some aren't strictly direct answers but relevant to the issues if the reader is generous in their reading of them
Homeless Rough Sleepers foremost need food and clothes and sleeping bags to stay alive on the streets of Leicester. There are no proposals in place over the following: - 24hour Toilet Facilities for Homeless People - Drug Rehabilitation Support and Services - Anti Social Behaviour (associated with homelessness) foremost littering, urination, and defecation in the streets. - Reduction in Police Harassment over Rough-Sleeping People
Affecting not effecting. As stated in Q12 I would like to see far more research into the effect that new psychoactive substances (NPS) are having on the increase in homelessness. This issue is not specific to Leicester and can be seen in most conurbations across England. From what I have seen these are the most damaging substances to have hit the streets in my lifetime and are destroying people's lives and their chances of getting better. Criminalisation of these substances and passing all of the trade into the hands of the black market has been a total failure for homeless people. There is some evidence that it has reduced consumption in younger people but the most vulnerable in our society are being abandoned and demonised as "zombie's", See several articles in the Leicester Mercury.
Because you Also Create the Problem.
Not involved private sector- landlords
The government need to provide the funding to resolve the problem, what they are doing now is more like a plaster over cracks
Always space for improvement.
There are more issues that people might suffer from than they are outlined and these issues might not be spoken about so they are not made clear and are not tackled properly.
There are more issues than meets the eye.
There is a bigger longer term goal of changing our society from one that is oppressive and divisive to one that is respectful and sharing. Unity and community need to be [re-]established. The stigma and blame that gets attached to people who become homeless needs to be removed, so we can all contribute to its prevention. Any consideration of the Strategy needs to consider whether the proposed actions are fostering awareness and encouraging unity [within the communities that make up Leicester].

We are forgetting that there are a high number of PFA and EU nationals, on the streets of Leicester, preferring to stay destitute rather than return to their Country of origin. These people need assistance too. Also what about those homeless in Leicester with no local connection but however still wish to be here and are in genuine need.
No-one has mentioned children and the effects it has on them - sometimes I don't think Housing sees the child.
because there are still people on the streets you see alot of sleeping bags on the streets some people on the streets may have mental health, drug, alcohol issues which they might need more support for.
Does not care unless it has a duty
Mental health needs is a low priority. Homeless people over 12 months obviously cannot afford or access internet /may not be able to access face to face - as may be suffering from substance abuse/ mental health deterioration help as everything is being transitioned online. Which means the system will forget about the most vunreable. Offenders don't have enough units. Elderly and people unable to access online will be forgotten about. Once Universal Credit comes into place homelessness is going to go through the roof and the proposals do not offer enough services.
there would be less homeless
There needs to be emphasis placed on both training and employment
More funding is needed
Only briefly mentions domestic/sexual abuse.
We feel that areas not covered in this strategy include: • Transport; • On-going relationships with other services such as mental health or debt advice and relief; • Prevention of first time homelessness; • Support and activities for refugees and asylum seekers • Those without a statutory right to services, who are nevertheless homeless/sleeping rough At times it is hard to detect a strategy in these proposals, welcome though they are. What seems to be missing is a narrative which sets out the current baseline of need and provision, the aims of the strategy, the challenges facing providers of services,

how the Council proposes to meet them, including how various partners can work together to support the Council and each other through this next phase. It would also be helpful to set out ways in which the strategy and its component proposals will be evaluated as they evolve, and, again, how the various partners can contribute to this process.
Channel shift will affect how homeless will be able to access housing providing another barrier. Support will be required which is why floating support is needed.
There are more issues that the homeless might suffer than outline by the strategy
How do you prevent homelessness?
There is a lot of good information here but I would like to see, on balance some more about partnership work threaded through sections identifying in particular how agencies can support people with mental ill health, personality disorders and substance misuse issues. Could we have some reference to Psychologically Informed Environments(PIE), inparticular for supported accommodation and Day centres-to ensure reviews look at this.
The government & local authorities try to hide the TRUE homeless issue in their town, correct numbers & outreach nightly would be good
There are more issues that homeless might suffer from than outline by the strategy
Cannot prevent homelessness
No needs more
Subject to the comments made already in responding to this survey.
The strategy is mostly based in providing but it should be based more importantly in avoiding.
Response from Y Support service users: - It covers the problems, but without the correct funding to the correct agencies it will fail - Needs to recognise individuality not everyone fits in the same box! - There should be more opportunities for service users to get involved and influence decisions!
The strategy makes little reference to domestic violence and no reference to substance misuse and mental health. These are all major drivers of homelessness and the join up of homelessness provision and wider support services should be of greater focus within the strategy.
In addition to the above feedback re direct proposals within the consultation, we have the following general feedback: • We have sent separate feedback to alert LCC to the error of using the public health review of health services (2016) document as a basis for considering health needs of homeless people in Leicester as this does not attend to mental health or any other health services that are outside primary care (GP settings). • Whilst we recognise that the overall scope of the homelessness review 2017 did not include provision of health services (mental & physical), we do feel that in order for the overall strategy to be fully effective, there needs to be recognition of existing

services and a commitment from LCC to continue improving access to support for homeless people experiencing mental & physical health problems.

• The role of non-commissioned temporary accommodation projects in Leicester is not adequately acknowledged in the review. This means that the review cannot be considered to be representing the whole picture of homelessness and homeless service provision in Leicester as a significant number of homeless people are accommodated via non-commissioned beds. This again means that the new strategy is not adequately informed. We understand the non-commissioned projects to be running at full capacity; therefore it would be useful to know how many people who LCC had accepted a duty to have taken a route out of homelessness by accessing these non-commissioned projects. We would also like to know how LCC proposes to regulate and monitor the quality & consistency of services provided by an expanding non-commissioned temporary accommodation & day service sector?

• Over the last three years, LCC has been working in partnership with the HMHS and the University of Leicester to implement the DCLG Psychologically Informed Environments guidelines. This project is currently ongoing. The guidelines state:

To be effective, there needs to be corporate commitment to the introduction of a psychological informed approach, which ideally should then become part of an organisation's service commissioning or business plan. Developing into a psychologically aware service means transforming the way a service operates, rather than being just an add-on to an existing way of working.

We are supportive of LCC's commitment to continuing to develop services that are psychologically healthy places to be. The Leicester PIE project has been set up as a collaborative partnership. Therefore whilst we would not expect individual partner agencies to be named in the strategy we would expect an explicit commitment in the strategy from LCC to continuing implementation of the PIE guidelines?

We welcome further involvement / discussion in respect of the above

Comments about the strategy's key aims:

Point two - I am sure this will be linked to eligibility criteria so not sure this will happen in reality.
of course no one would have an issue with aims the issue is whether the proposal will be followed through and fit for purpose in achieving them - I would suggest you add in the service aims to regulate its success thorough robust and transparent monitoring which will result in changes to any section of the strategy not performing in line with the agreed performance targets
don't believe you will end rough sleeping by 2020 . There are more rough sleepers and this is likely to increase with brexit and universal credit.
I would be happier if the word engagement appeared within the objectives eg to maximise engagement by the way in which and places in which are provided I believe working towards ending rough sleeping doesn't say much. The word "towards" makes it nebulous. Why say it? Why not establish something that is a

realistic and attainable target . Have the means of delivering the improvement, hopefully through this strategy, then set a measureable target
how do you address homelessness for people who do not have a priority. you can only help people who want help.
Your to busy lining your Own Pocket's
wait and see
Agree with the aims however, we would want to see transparency in the methods and processes implemented to achieve the above.
But please offer a quality service to prevent homelessness.
i think it will take longer than 2020
Relying more on charity's. do not care about the vulnerable they have no voice
As stated above
if there were more places like centre project they could help eliminate by helping before it gets to far
As well as the 4 identified key aims then needs to be a further one that looks at training and meaningful employment.

As previously mentioned Leicester City Council can be innovative in providing training and paid employment for this particular client group (invariably with supervision) |
| Dont just focus on single people |
| Agre with the aims but not the methods |
| Need for info |
| The first bullet point should also refer to the services themselves which are needed to prevent homelessness. It should not simply refer to awareness and access to these services. |
| Please consider avoiding those situations as service users most of the time go to services when is too late. |
| Response from Y Support service users:

This only seems what was available a couple of years ago, but work closed down or restricted during the last council cuts |

Comments about the actions outlined in the action plan:

I cannot view the action plan pdf on the consultation website so I cannot say yes.
Many people do not want to stay in the Dawn Centre but this seems to be the only option out of hours. Suggest this needs to be looked at
cannot see the action plan
Can't download action plan
The plan didn't down load so can't agree or disagree!
Cannot view the action plan on the online consultation hub so cannot comment
None of It
Most of the proposals I can agree with
As long as the action plans are carried out in the correct and proper way.
As long as they follow their plan
you can never predict how may will end up homeless due to up and coming changes universal credit?

Cant comment - wont download
i think its going to take longer than 2020
Makes no difference the council will do what they want they always do.
cant access this information so very helpful- NOT
as above
It's hard to know what the actions will actually entail, and thus to know whether we agree or disagree.
I do not think there is enough detail in the proposals to see what will actually happen.
Stop the cut
See response for question 14.
Don't change them
If they follow the outline plan
The Family Support Service would be an excellent partner with Think Family and also use of the Corner Club. The P3 service needs to be promoted with landlords and made more accessible. 50-70% of STAR referrals come from IMT -there needs to be encouragement of use of STAR as prevention from wider services. NASS route to accommodation seems disconnected-why are people being put in properties with nil income and no furniture. This can be an issue for non NASS too.
Subject to the comments already made in responding to this survey.
Please consider services that go to the service users as that's the best way to prevent chaos
Response from Y Support service users: Of they are given the full attention they require and not just to tick a box
We are supportive of all of the actions within the action plan but believe that there need to be some stronger actions in relation to domestic violence, substance misuse and mental health.

Comments about whether the proposed actions in the strategy / changes to future services could have an adverse impact on people with protected characteristics:

No. I don't think it will discriminate although some groups will clearly have a need for priority such as pregnant women, which may make other users feel less valued. I think single men will end up as the lowest risk group and therefore be the last to be helped.
Anything where reviews take place and reductions are made could have an adverse impact
People with complex needs.
Has an EIA been filled in to consider this?
no
I wouldn't like to think that they do.
Rough sleepers and not sure you have got proposals right on young people.
No
You Do so.. Discriminate Especially

Within your Own Organization.. ie Staff/ employees.. and especially Again if they Happen to Work within Your Lower Pay graded departments
yes
Yes. I think that we are going to be trying to hide the problem under the carpet and not actually meet their needs.
More flexibility within the system is required to mitigate against adverse impacts
NO
not funding day centres i feel will affect vunerable and disabled people it would make me more isolated and make me socially isolated and depressed.
without the cent re project i don't know of anywhere else which caterers for all walks of life you can be any age, gender, disability all under one roof
Theres no where else in the city like centre project who accommodate all walks of life , again with mental health its about trust it would be more difficult there would be a lot more homeless and more crime it soon will start adding up there should be more support out there for how to better themselves
Yes lone parents particularly female lone parents and their children
No
no
No
YES - on all groups - if you the need the service and its not there then all groups will be impacted. Children haven't been mentioned enough - what about their needs, especially in temp accommodation - sometimes decisions are made without knowing what services you have and what they provide.
Lowering offering of housing to single people and basing it only on priority categories of people. Many will slip through this net, due to having undiagnosed needs and disabilities that make them vulnerable, and it will lead to more people on the streets and not receiving support. This is more reason to include a mental health assessment into the Housing Options registration.
people would become lonely and isolated bored not many place to access without an appointment where you can feel safe comfortable be yourself be able to use the photocopier and stationary free staff are friendly and understanding
Age.. no issues no duty.,
Yes all of it
The cutting in support services and the hiving out of support to agencies who clearly

have little knowledge in the field has an adverse impact upon all client groups. As current welfare policy is causally linked to many instances of homelessness in Leicester and country-wide, it goes without saying that any failure to explicitly address the harm incurred upon disabled people by welfare reforms - such as cuts to disability benefit and removal of PIP to individuals following eligibility assessments to give two examples - will shore up a system of wide-reaching neglect of the most needy. The 'F' criteria mentioned above in your strategy seems clearly to imply that your application of a similar exclusionary approach as that used by the DWP upon job claimants, would most likely have the effect of incentivising exclusion as a cost-cutting exercise. The most vulnerable are the first to be affected. The fight against discrimination barely scrapes the surface.

i got bullied at the yasc and if you get your own place so i am not entitiled to use it centre make me feel welcome and help

no

We have noted earlier that we struggle to refer pregnant young women for housing, and they are required to be made homeless before they can approach Housing Options for support. We feel this strategy does not recognise that their need is different from other singles or couples without children and adds an undue burden to the those who are pregnant.

Yes the level of support required could affect the chances of removing barriers and prevent ending someone's homelessness.

I cannot identify.

Yes. The heartless assumption that homelessness can be prevented by an App.

No ,

 Equality Impact assessments should ensure there is no adverse impact.

Yes as the homeless people will have more support and guidance

Not on the face of it but the reviews will need to take this into account through EIA's

Especially funding as it is done on how many people are TRULY homeless

Vulnerable people will be affected if Centre Project closes. Keep day services open for longer.

Yes because the homeless will have more support and guidance

Online strategies can mean older people and people where English is not there first language are excluded. I cannot see anything in the strategy that addresses this.

Hopefully make better

People would be stressed if not able to get support say those with disability, learning difficulties and those who cannot know where to start getting help

Yes

Not as far as I am aware.

No

Yes. Few service users require interpretes and they need one to one services.

The council needs to consider their approach to those that have no recourse to public funds.

Comments about whether anything more could be done to ensure discrimination does not take place:

Not really, unless you set a time limit, such as 4 weeks to help everybody who comes

for help, but that is probably not achievable.
Consider the support that people require to access services.
Assume you have equality impact assessed the proposals before consulting on them?
The recent city count of homeless people conducted by the De Montfort university was nothing more than a photo opportunity for the Councillors. It was little more than a disgusting display of "i'm all right jack" attitude where the importance of various city councillors gaining column inches was more important than the plight of any of the homeless people. To use the homeless in this manner goes to prove the inability of the council to show any real compassion towards the homeless and the whole point of this consultation is due to requirements of central government.
build in service user evaluation and impact monitoring
No
Poverty is the greatest discriminator of all. Poverty is a predictor of all the ills around this issue. Poverty can be educational, family neglect or social/ economic.
Have a Public Elected Board/Panel To oversee.. How dirty you in fact Operate..
yes
not specify ages in the F test for 30 points, why should people 30 - 55 not get points? when over 55 gets 10 points
See previous section about getting historical comparative and see the stark differences in what is now available to help the disadvantaged and publish it.
I as a Landlord am not sure that would like to have deal with drug or alcohol dependent person. The same with offenders. I do not know how to deal with them in conflicts and it looks very dangerous.
Communication for all (specifically public) and training for staff utilising service users stories
No
Take into account sexism and racism.
keeping the centre project open would make my life better , if you give them more money we could keep it open .
support the centre projct to them enable people to access without an appointment. they do not discriminate and are always happy to help
give more to the centre project to help them to continue to help people as the council already sign post people to there to get this good support to prevent them going back into there. by the time things get higher up to get more places like this the damage is already been done it could take many years if at all possible.
no
Yes, ensure that in our own administration of these aims we do not inadvertently discriminate by imposing our own belief / judgement systems on people as much as possible (e.g. substance use weighting referenced earlier).
Ensure the right services are available to the right people at the right time - look at what quality you already have.

Tackle perceptions of homelessness, including among business owners
theres no other service locally the same as centre project where all age and abilitys, disabilitys can attend together
Treat everybody equally, it's not happening no issues no help.
stop cutting services that are needed what will happen to all those eon universal credit in March ??
all disabilitys are not visable and centre project dont discriminate age gender mobility or anything they take us as we are
The strategy should ensure that people for whom English is not their first language are not inhibited from accessing services by language barriers. Sustainable provision should be made for interpreting where necessary and for sensitively and flexibly provided English language tuition and support combined with civic awareness.
Constant impact assessment.
Understand that the situation may not be what you see or are told initially. That vulnerable people already struggle to be heard, we need to provide an environment where they are valued and happy to communicate, not where their shortfalls are highlighted.
Review outcomes regularly and monitor groups at prevention stage to ensure they are not more likely to fail.
Lots more info
No
I'm sure we could always do more to ensure discrimination does not take place.
No
Yes, keeping/creating services that can tackle discrimination by contacting the service user personally.
The council needs to consider their approach to those that have no recourse to public funds.

Appendix 2: Summary feedback from the Homeless Reference Group (28th November 2017)

Group A

Proposal 1: Homelessness prevention
Schools / Education
Expert advice on front line
When does prevention start? Interventions needs to be put in place as soon as possible
Targeted prevention (services/advice/guidance) in the community e.g. special schools Keyham Lodge etc.
Support outside the council office
Access to the advice and information
Sign-posting to advice
Face to face support
Earlier intervention and information in to complex cases
Sure Start etc
Face to face advice is essential for people with vulnerabilities
Is customer services the best place for homelessness prevention to start
Advocacy can be particularly useful for people who are hostile or aggressive towards LCC
Access to advice, phone / internet. Readily accessible. Good range of accessible options
Proposal 2: Eligibility Criteria
What happened to ex-residents of Network East Midlands? Mainly ex-mental health services patients
Accessing homeless information if already homeless
Complex cases to be accessed via social care not homeless route
Concern that the current rough sleeper category is more restrictive
Needs to be better joint working with adult social care & public health
Proposal 3: Families accommodation
Rent a room schemes – see if people want to let rooms to homeless people
Needs to be support for people who don't like staying in hostel accommodation
Look at potential for alternative beds – e.g. container homes / pod accommodation
Important not to rehouse all families whose homelessness is prevented in the same geographical areas e.g. Mowmacre Hill
Proposal 4: Offenders accommodation
No comment
Proposal 5: Young peoples accommodation

Coordinated approach makes sense
Smaller units more homely
Reduced occupancy accommodation
Benefits for those not eligible?
Apprenticeships
More peer led services/support
Young people accommodation linked to jobs (to pay for the accommodation)
One cap doesn't fit all!
Create further units of follow-on accommodation for young people and older single people
Smaller clusters of units for young people rather just one provider (YMCA) with just 2 locations
Educate and support young people
Barrier to move-on if no housing benefit available
More work options for young people – engage with local businesses (good promotion for local businesses to have worked with vulnerable young people)

Proposal 6: Singles accommodation

Not sure one big hostel is right, some people would rather sleep rough than go to the Dawn Centre
Diversity language
"Crash pad" is a bad description of a home. Not helpful
Dawn Centre is seen as a barrier to access
Negative image of the Dawn Centre needs more positive promotion
Needs a more diverse provision
Crash pad idea is a runner – different provider from the council
Smaller units of accommodation
Quality of floating support services

Proposal 7: Floating support (non-LCC)

Access the floating support service is not clear
LCC could provide space / buildings / houses to a local group that pays a low rent for it. Group could then after accommodate people not otherwise eligible for public assistance
Floating support needs a better referral mechanism / means of engagement and more concentration on immediate resettlement tasks. Often a microwave!
Needs is definitely there. May be a problem with the referral process or that people find it hard to engage with it
Early intervention with floating support is key to making it effective

Proposal 8: Support for rough sleepers / repeat homeless

Other agencies
Outside organisations working closer with churches, Bridge and engage etc etc (Consider how the wider support network of church/voluntary organisations can be involved)
Communication of needs
Fears re loss of "speciality" if merge services

Proposal 9: Day centres

Recovery hub (Anchor Centre) to be included
Day centres → Proposal 1: Prevention…
'Centres' in local community centres
Providing access to phone and on-line support
Day centres do more floating support work than is recorded

Wide range of accessible information
Need to better capture the work of day services – better performance information needed

Group B

Proposal 1: Homelessness prevention
Online services not required. Face-to-face preferred. Frustrations and negativity created by non-face-to-face communication
Digital inclusion is necessary but targeted services are required
App will specify an area which will identify individual further support: makes advice and info more available
Do all people know where to go? How do you make residents more aware of their actual rights?
More advice and information for specific groups
Support for individuals with low resilience
Services need 'pinpointing' and referred to from single base: all support links together from here
Proposal 2: Eligibility Criteria
Dynamics need managing and who's best suited to accommodation. Formal notification of this
DV referral? Different referral mechanism and commissioning
Looking at individual needs so someone who may not fit into an eligible criteria does not fall out of the preventative 'net'
Relates to many who want more independence
Veterans not prescriptive but covered in scope of B. Covered in new Act
Custodial: intentionally homeless?
Substance users not on a programme – fewer priority points! Creates division?
Proposal 3: Families accommodation
Will this change with universal credit?
Intent of UC to put responsibility on claimant, DWP will pay directly to providers. This must be used if and when available
Proposal is to lessen supply of temp accommodation surely this presently needs increasing
Proposal 4: Offenders accommodation
No change – does this suit the need?
Proposal 5: Young peoples accommodation
Joint commissioning – good idea? Yes better accessibility for rooms
Make sense. Better compatability
Young people 16-24: fluent handover from Childrens services to Adult Services → No, where chasm is created
Structural issues need resolving
Includes young offenders
Categorising of young homeless can sometimes not be correct and not supportive
Proposal 6: Singles accommodation
Crash-pad idea for those not wanting to be 'forced' down a pathway but a short-time level of support
Individuals not pushed / forced into accommodation
Similar to the old night-shelter
Multiple ways to support individuals (part of)

Reduction in temp accommodation due to this?
Different facilities must be available
Ideas of what models will look like?

Proposal 7: Floating support (non-LCC)
Why underused? Genuine not required at same level. More targeting required: low to medium
Careful of non-take -up of floating support – is not prescriptive or a condition of tenancy
Put into the 'App' so floating support is visible
Awareness

Proposal 8: Support for rough sleepers / repeat homeless
How will this look – a proposal to try and match so work from the start of 'pick-up' to the provision of accommodation
Bringing teams together – 1 person: 1 support
Requires different skills – will this work
Idea liked – individual housing plan support
Time scales, finite resources means only level of finite time and support. Flexible approach required

Proposal 9: Day centres
Also need to look at evenings and the weekends
Constant change and evolving
Awareness of these services – where else can you go?
Gaps still t be filled
Advice sessions for not just jobs but places for joined up services.

Group C

Proposal 1: Homelessness prevention
No one can get through to Housing Options
Could interventions planned in schools include interventions that address the causes of homelessness rather than providing info to children about what to do if you experience homelessness?
Incorporate a 10/15 year strategy to minimise / avoid similar issues in 2025 around parenting, special needs, mental health issues and dealing better with them in the future to avoid repetition of todays problems
How will you skill up people in need of homelessness prevention support to use online sources of info and apps?
App to include links to health services, mental health and physical health
Vulnerable people are being excluded from services as they cannot use online services e.g. housing app is a gateway to HOC
Really good that Housing Options are going to have an increased presence at the Dawn Centre but what about those people who you have identified in the review don't want to / can't use the DC? How can HO reach them?
How do we reach hidden homeless?
Easier access to Housing Options is needed – very difficult on the phone. People often deterred by this.
Housing options services can be a barrier. People get stuck at this point due to lack of resources
(Proposal 1,2 & 3) Including a mental health assessment and questions about vulnerable children or possible additional support needs into the initial assistance

from Housing Options seems a no-brainer!

Using empty homes – could do more. Use modular homes.

Proposal 2: Eligibility Criteria

Health and wellbeing needs category F (eligibility) What constitutes high level needs? Opposed to lower level? (Guidance / breakdown needed

Our clients definitely need mental health support; often receiving diagnoses of serious and long-term conditions finally in early 20's. Also, people need support and guidance about how to live with others – that's how family breakdown / separation happened

Where do people go who don't receive temp accommodation? What support is in place for these people?

Any research on digital exclusion

How is need identified? People with serious mental illness e.g. psychosis will often avoid disclosure of mental health needs

Trained staff to be able to prioritise support needs of the clients due to vague information as people will be missed

How define 'rough sleeper'?

Council should not be provider these should be 'outsourced'

If identify high support must have services available

Proposal 3: Families accommodation

How will needs be identified if not placed in temporary accommodation or assessment of need. (Hidden MH problems or abuse) – linked to Proposal 2

Risk of people being missed to health services (access to MH support if technically no longer homeless)

Affordable temp accommodation is key as this can cause client more long-term issues

Ensuring temp accommodation is appropriate to needs of the family. To also ensure if is temporary as families get settled when its longer

Direct let policy what is assessment can this be shared

Why can't private sector tenants get P3 support HOC bottle neck?

What is the coaching mentoring element different to current floating support

Will families get family support in direct let – safeguarding / homeless midwife / homeless health visitor

Proposal 4: Offenders accommodation

Increase in high risk offenders in generic accommodation and floating support

Ex-offenders need to be able to access mainstream temp accommodation despite RA as at present they're denied with very little help offered

Increase in 'risky' people on the streets who are unable to access mainstream temp accommodation due to risks but also increased challenges for staff supporting them on the streets (homeless agencies) Increase in number of "serious untoward events" in our service

CRC welcome there will still be 20 units available however will still need to access to general needs accommodation as there are many offenders that need accommodation / support

Ex-offenders only 5 points in eligibility criteria?

In Nottingham they have greater access to PRS. Need to work to get greater access to PRS in Leicester

Proposal 5: Young peoples accommodation

Attention and accommodation for young couples – supporting their partnerships which can be dangerous to them or / and extremely supportive

Young fathers and the ability to have their children at home
Young people have serious mental health issues. Park Lodge thinking about commissioning on-site counsellor

Proposal 6: Singles accommodation

Some singles cannot at present access due to their high risk and get barred??? Where or what provision will be provided to manage it??
Is there a way of ensuring that those accessing new 'settled solutions' are not disadvantaged re access to HMHS or Inclusion HC?
What does 'high support' in temporary solutions look like? How will staff be skilled up to provide this support and how will the support needs of staff be addressed?
Institutionalisation is not exclusive to 'settings' people can become institutionalised even if they don't use hostels. How do we support staff to offer meaningful support and prevent staff burn-out?
'Crash pad' accommodation could be an opportunity for intensive support to begin
Crash pad specifically for 'entrenched' 'non-engaging' high mental health rough sleepers. A PIE environment would be beneficial
What is crash pad? Is it a new term for night shelter? Another name please rather than this. Does it need to be all in one place or scattered across services (1 bed in each)

Proposal 7: Floating support (non-LCC)

LCC to know who / what support services are in the city as currently Housing Options more often than not do not know so do not refer
Communication / lack of services knowledge reason for under utilisation
Floating support to be able to complete drop in sessions, one off advice sessions and rolling tenancy support programme!
SAR often creates a bottle neck in the referral process – could be cut out entirely and referrals go direct to the floating support service – data can be provided (also relates to Proposal 1)
If the SAR could be bypassed, assessments could be done quicker, referrals processed more efficiently and timely. People often missed as takes so long from SAR
Bring back pre-tenancy training
Some floating support could / should be delivered in groups e.g. mental health first aid, dealing with aggression. Pre-tenancy training works well with a peer group
Those in unstable accommodation need low-level support

Proposal 8: Support for rough sleepers / repeat homeless

Outreach and Revolving Door are distinct services with distinct roles and staff with distinct skills. Concern at idea of merging the teams and losing skills
Concerns about capacity of 'transitions' service to do both outreach work to rough sleepers (what outreach offer now) at the same time as intensive floating support (what Revolving Door offer now)
Hopefully not combining skills into multi-role for workers – quite different roles and speciality
Homelessness fluid cross city / county boundaries

Proposal 9: Day centres

What does analysis seek to achieve? Day services are essential point of engagement process with mental health services to facilitate assessment. How to increase meaningful occupation / activities with no extra funding?
Day services currently are limited to a few hours a day. This is not enough. With full day service, meaningful occupation intervention is possible. Day services to

coordinate with each other so that meaningful occupation programme can be coordinated. Space for young fathers to spend time with children when they have non-custodial arrangements (Corner club was suggested as possible location) Y Support could be used / multi-occupied to be in use at weekends. Bridge do offer support at weekends

Appendix 3: Other consultation responses

Action Homeless Client Responses

These are responses from Action Homeless's Client Conference held on 30th November 2017. Clients who attended felt that the on-line strategy consultation was too detailed and didn't address their main issues. Action Homeless therefore asked a number of questions that it felt underpins the Council's proposals.
37 individuals participated in the event and these are their direct comments.

1. Think back to when you first became homeless, what might have stopped it from happening?
- Support with depression & anxiety to support them to keep tenancy
- The lack of signposting to prevention services For many the reasons they loss their accommodation is due to health problems, e.g.; depression, anxiety, alcohol and drug use, but support service are difficult to access
- Feeling from families that they have to be at crisis point before accommodation can be provided "come back us when you are evicted". Don't want a new home, want to keep the one they have.
- Housing Option offer little choice, or guidance.
- They accept that the Council cannot always help, but if not able need to signpost and direct to other services.
- Help with finance/money management
- Housing options, long wait, not very sympathetic and often given wrong advice
- More housing options
- Most Homeless People think it is only the council who can help, not true if single and are not aware of Charites such as Action Homeless.
- Better awareness of service available
- More bedsits/accommodation for single people
- If I was in control of my own funds. If I was not in a controlled relationship
- More support from council worker around preventing becoming homeless/mental health/benefits issues
- Support medically, depression, ignored everything. Signposting to relevant services (support). Benefits advice
- Landlord not sell his house
- Learning to budget more with money to help gain more savings
- Medical support, signposting to different services. Signposting, Early intervention
- Mediation required to talk to landlord
- Additional hostels required
- Emergency housing following relationship breakdown
- Better advice about facilities that should have been made available from an early age

- Council process of referrals not right for mothers/children, DV status not taken into account for safety & security. Band 3 council register. Council should change 'age' range from young to old to house homeless people!

2. Would a mobile app that signposted you to advice have helped you?
- Need an expensive smart phone
- No, as on pay as you go
- Need to understand how to use it
- Prefer Live chat
- Need a Freephone
- Info leaflet
- Not me personally but it would people with a mobile
- Don't be stupid, pointless, headline-grabbing waste of money
- No! What if no internet, no money for Wi-Fi, no use at all
- No as if you don't have no Wi-Fi or no internet on your phone
- Yes
- Yes + no. Not everyone computer savvy. Good for people that are. Should not replace people.

3 Did you know where to go to get help? Would someone sitting down with you to do a plan have helped?
- Yes
- No I didn't get this, and yes would help
- Central library – leaflets. Housing options – no help, very lucky if you get to see someone.
- Posters in strategic places around town centre
- Yes I did, no it wouldn't have helped
- No, I did not know to where to go and they didn't do a plan with me. Also on phone, every day to try and get help
- No, but during my stay in hospital someone came to see me and got me in a hostel. This was after I stayed to hospital. I was homeless upon being discharged.
- Incorrect and inconsistent advice
- No

4. When you became homeless, did you need support, or just a place to live?
- Both, at the bottom
- Roof first, then support
- It's not just a rough sleeper who needs food etc.
- Support
- Peer support
- Personalised to the individual
- Too many people with needs.
- A place to live
- Just place to live
- Bit of both, initially
- Just somewhere to live
- I need support and help
- Both
- A range

5. Are hostels a good way to provide accommodation for people who are homeless? If not what would have been better?

- Employment & volunteering
- Explore reasons why homeless
- Need own space
- Integration
- Use Empty Homes including Councils
- Council need to get the turnaround their properties quicker
- Important that support is given to meet the neighbours other residents
- Yes, although you could get lazy and work shy.
- A good short term option, but could be damaging/discourage change long term.
- Better/more emergency accommodation.
- Hostels are good and bad, if stay too long
- In some circumstances
- I would like to go through the hostel and then into a flat. Also have a keyworker to help you when you need to talk about things as I talk to my support worker
- Hostels are a great way to provide help with accommodation and I also found very kind support and advice from my key worker
- Tenancy feels more secure than a hostel. Smaller hostels ok if you share mind set with other residents.
- Yes but those with higher needs want better safeguards.

Leicestershire Partnership NHS Trust – Health Visiting Homeless Families

I agree with the strategy for the most part - I feel very strongly that families should have sole occupancy in temporary accommodation and so the move towards that is greatly welcomed. As is the move towards getting families into a tenancy rather than a hostel.

My concerns are about the lack of joined up working with health.
A holistic approach is required when managing vulnerable families and single adults and whilst there is good communication with inclusion health care there is very limited communication with leicester partnership trust and community service particularly families.

The stress that goes with moving towards homelessness has massive impacts on health of the individual and the growth and development of children.

Health therefore wants very much to work in unity with homeless housing services as it will benefit both agencies.

Floating support should include a relevant health professional who can assess the needs of families and support with addressing those needs quickly or providing direct care.

Communication needs to improve health should be notified as soon as a person or family present as needing support to prevent homelessness so that the impacts on their health can be addressed. Something like notify that they use in London.

When people change addresses the loss of contact with the person often results in missed appointments with health or interruptions in medication this has huge costs for

the NHS that could have been avoided or mitigated against if we had been informed sooner that the family or adult was at risk of moving or becoming homeless .

There also needs to be more joined up working with education so that education can seek to find ways to reduce the interruptions to a child's education.

And lastly there need to be planning for moving on to permanent accommodation from the start of the homeless process. Having families move from temporary accommodation or sofa surfing into permanent accommodation that has no cooker fridge or beds until a grant can be sorted is ridiculous. We know families are going to need these items there needs to be forward thinking about how these issues can be resolved before the family move. I never want to work into a property to find mothers and children have slept on the floor and have no access to hit food for several weeks whilst a cooker is awaited again.

<u>Liz Kendall MP for Leicester West</u>

I welcome the Council's latest strategy to prevent homelessness in the City and their continued commitment to work towards ending rough sleeping in Leicester by 2020.

There are many reasons why people find themselves without a place to live, and it isn't just people we see living on the streets. It's also those people who find themselves living with friends or in one of the city's hostels; it's victims of domestic abuse who find themselves with nowhere to go.

I know how hard the City Council has worked over recent years to tackle homelessness and support those in need.

The number of people trying to access housing related support is likely to increase over coming years and I welcome the council's commitment to increase the number of places where people can go for support and its pledge to maintain the outreach programme for rough sleepers.

Partnership working with other agencies and charities across the city is imperative in tackling homelessness and I am pleased to see the council's continued commitment to partnership working – in particular for people with complex and additional needs who need help and support. A recent study by De Montfort University found homeless people in Leicester face multiple and complex health needs, with the most severe cases involving physical health, mental health and substance use issues. Some 40% of respondents to the study said their homelessness had followed a traumatic episode or experience. It is clear that homelessness is a complex issue and requires a multi-layered, partnership response.

As the MP for Leicester West, I will continue to raise issues surrounding homelessness and housing in Parliament and will continue to give the council my full support in tackling homelessness across Leicester.

<u>Domestic and Sexual Violence Team Manager</u>

There do seem to be issues for those fleeing sexual and domestic violence. I'm hoping that the homelessness reduction act will help in terms of personalised plans, but in general other issues include:

- Housing issues seem to be present in all Leicester DHRs – connected to reliance; separation; homelessness etc.
- The data we have received for the needs assessment was a little unclear; we were being referred to national returns when it came to homelessness presentations/declarations. Some of the outcome data we then received seemed to imply victim-survivors were turned away due to not having a local connection (but I thought this was not required when fleeing violence) – so more understanding of our particular client group from the homelessness data is needed from my perspective.

- The position of refuge residence not being counted as 'local' for the requirement to have lived in Leicester for two years seems to be blocking up refuge accommodation; the refuge network by its very nature is national to keep people safe – so a local connection seems an uneasy fit in such circumstance, and self-defeating if it then means we cannot place in a refuge as they are full.

Appendix 4: Feedback from Housing Scrutiny Commission 15th January 2018

Thank you and the department for bringing back the results of the consultation on the council's homelessness strategy to the Housing Scrutiny Commission on Monday 15th January 2018. It was a comprehensive report with a wide range of information for members to consider and was set out in a very clear format.

It is now obvious that homelessness as an issue has been amplified by a shortage of suitable social housing, for reasons we are all aware, plus a reduction in support, financial and otherwise, for unemployed or low-income households.

A further issue which has exacerbated the problem and placed extra strain on our social housing is how easy it is for a private landlord to evict tenants – and this can often include households with children.

Children and their safety and wellbeing are rightly an urgent rehousing priority for the council. Most homelessness cases appear to arise from evictions by private landlords and this is a cause of anger and is a major defect in the housing system.

CONSULTATION OUTCOMES

In general terms, on balance, each of the main proposals gained a significant measure of support, with a general balance in favour of each proposed measure. This was true of responses to a range of individual proposals, as set out in the report on 15th January 2018.

However views are much less obviously favourable when considering the question (Paragraph 3.11): "Do you think the homelessness strategy covers all the issues affecting homeless people in the city? Responses are split evenly between "yes" and "no". Around a fifth of respondents felt that the strategy partly addressed the most important issues. By contrast there was overwhelming support for the strategy's key aims (3.12).

However the concerns set out in paragraph 3.11 remain concerns for the Commission and we will look to review and where possible influence future outcomes relating to those issues and concerns. For reference Paragraph 3.11 is attached as Appendix A.

HOMELESSNESS SURVEY

Valuable information has gained through these surveys, but members are aware that the survey concentrates mainly on the inner city areas. As members we are aware that street homelessness is not defined by the survey area. Increasingly we have found that people are sleeping rough in the outer estates. This factor needs to be acknowledged and measured, and where possible help should be offered.

We are also aware that some homeless people are going to the outer estates, ending in bus shelters and other areas like parks and entries, to get some peace and quiet. Street homeless people routinely suffer from ill health and this is exacerbated by the abuse and in some cases physical violence offered by passers-by.

We would very much welcome your response to the points I have set out on behalf of the Commission.

APPENDIX A - Paragraph 3.11

Views on the draft homelessness strategy

Do you think the homelessness strategy covers all the issues effecting homeless people in the city? (total responses 69)

Response	Number	%
..........Yes	27	39.1
.... No	27	39.1
...Partially	15	21.7

Summary comments (36 responses):

- Under-representation of services or means of making aware of services for single non-drug dependant. Alcoholic, ex-offender men and women
- How can shelters justify high charges for accommodation
- The strategy should acknowledge those with needs (MH / LD) who struggle to navigate the system
- Rough sleepers foremost need food, clothes and sleeping bags
- There are no proposals relating to 24 hour toilet facilities, drug rehabilitation support and services, anti-social behaviour associated with homelessness and reduction in police harassment over rough sleepers
- More research into the effect that new psychoactive substances are having on the increase in homelessness
- Not involved private sector landlords
- The government needs to provide funding
- There are more issues
- The strategy needs to consider whether the proposed actions are fostering awareness and encouraging unity
- We are forgetting there are a high number of PFA and EU nationals on the streets of Leicester and those with no local connection
- No-one has mentioned children and the effects it has on them
- Does not care unless it has a duty

- Mental health is a low priority. Focus for those who are not online.
- Homelessness is going to increase with UC and the strategy does not propose enough services
- Needs to be emphasis on training and employment
- More funding needed
- Only briefly mentions domestic / sexual abuse
- Areas not included in this strategy include; transport, ongoing relationships with other services such as mental health or debt advice and relief, prevention of first time homelessness, support and activities for refuges and asylum seekers, those without a statutory right to services.
- It would be helpful to set out ways in which the strategy and its component proposals will be evaluated as they evolve, and again, how the various partners can contribute to this process
- Channel shift will be another barrier. Support will be required which is why floating support is required
- More information about partnership work identifying in particular how agencies can support people with mental ill health and substance misuse issues
- Include reference to psychologically informed environments (PIE) in particular for supported accommodation and day centres to ensure reviews look at this / explicit commitment to continue to implement PIE guidelines
- The strategy is mostly based in providing but should be based in avoiding
- There should be more opportunities for service users to get involved and influence decisions
- Covers the problems but without the correct funding it will fail
- Recognise health services (mental and physical) for homelessness people and a commitment from LCC to continue improving access to support
- Roles of non-commissioned temporary accommodation projects in Leicester is not adequately acknowledged

Response

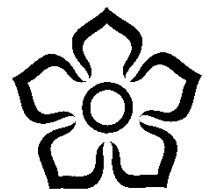The proposed strategy provides a summary of main issues relating to homelessness whilst the homelessness review provides an in-depth look at issues affecting homeless people in the city. We have reviewed all the feedback received and made amendments to the review and strategy documents, and more detailed feedback will be used to inform future implementation plans.

Homelessness Review 2017

Leicester
City Council

Contents

1. Introduction

Why are we carrying out a review of homelessness?

1.1 The Homelessness Act 2002 places a duty on all local housing authorities to carry out a review of homelessness and homelessness service provision for their area and, in consultation with local partners and stakeholders, formulate and publish a homelessness strategy based on the results of that review, at least every five years. The last full review in Leicester was conducted in 2012 and the current Homelessness Strategy covers the period 2013-18. There has been continuous monitoring of the current strategy and an interim service and spending review of homeless services was undertaken in 2016.

What is homelessness?

1.2 People can be homeless if they have nowhere to stay and are living on the streets, they can also be considered homeless even if they have a roof over their head.

Homelessness can include people:
- staying with friends or family
- staying in a hostel, night shelter or bed & breakfast accommodation
- squatting
- at risk of violence or abuse in their home
- living in poor conditions that affects their health
- living apart from their family because they don't have a place to live together

Scope of the review

1.3 The review aims to develop a picture of homelessness in Leicester and look at the current provision of services to establish whether the needs of homeless people and those at risk of homelessness are being met.

1.4 The following services are not commissioned by housing services:
- Health care services for homeless people including primary health care, mental health, drug and alcohol services. The primary health care needs of homeless people were assessed in June 2016 by Public Health & the NHS
http://www.leicester.gov.uk/media/181923/homelessness-jspna.pdf
- Domestic violence and sexual violence services including refuge provision. These services are commissioned by Leicester City Council's Community Safety team.
- Welfare advice services including housing advice (except housing advice provided by Leicester City Council's Housing Options service)

How the review was undertaken

1.5 The review was undertaken between February and May 2017. A broad range of information collection techniques have been used to inform this review, including:
- ✓ incorporating the regular monitoring of the most recent strategy;
- ✓ service/performance data;

- ✓ consultation (including service users, people who work in homelessness services, organisations that provide homelessness services, and the public);
- ✓ literature reviews.

Previous strategy

1.6   The 2013-18 homelessness strategy focused on investing in prevention, moving from a culture of crisis and rescue to one of prevention and support. The strategy committed to six principles which related to a focus on prevention, providing temporary and move-on accommodation, implementing the 'No Second Night Out' initiative for rough sleepers and ensuring homeless people are able to access the services they need.

1.7   Some of the achievements of the previous strategy include:
- ✓ Implemented No Second Night Out project in partnership with the voluntary community sector.
- ✓ Developed the Single Access and Referral point (SAR) to ensure access to commissioned housing related support services is available to those people who are most in need.
- ✓ A scheme to allow households to move directly into settled accommodation without the need to access temporary accommodation. From August 2015 to May 2017 104 families and 45 singles have used this scheme.
- ✓ We have focused on making better use of the private rented sector as settled accommodation and to improve access to floating support services when clients are placed in private rented accommodation, including working with landlords to prepare them to take tenants who are at risk of homelessness; sourcing appropriate and affordable accommodation; making use of discretionary housing payments and working with Leicestershire District Councils who have received new Government funding to provide private rented accommodation for singles.
- ✓ Targeted multi-agency work with the most entrenched homeless individuals (those people receiving council funded homelessness services who have been in hostels four or more times in the last two years or who repeatedly sleep rough). When this initiative was introduced in 2012 there were 118 individuals identified. At the end of 2014/15 this had reduced to 52 which had further reduced to 38 at the end of 2015/16, and to 31 by the end of 2016/17.

National context

1.8   The last few years have seen significant changes which are likely to impact on homelessness:
- Passing of the Homelessness Reduction Act which will extend statutory responsibilities for local authorities to provide meaningful support to single people as well as extending prevention & relief duties for all eligible households.
- Economic growth has been slow over the period of the strategy and economic forecasts suggest uncertainty in the coming years particularly affected by the decision to leave the European Union. National earned incomes remain, in real terms, 5% below 2008 levels. The Office for

Budget Responsibility forecast it will be 2022 before real earnings return to their 2008 levels.

- The impacts of the UK's decision to leave the European Union are hard to predict. Depending on the deal we could see large numbers of EEA nationals with uncertain statuses with regard to employment, benefits and housing rights.
- The overall rate of new housing provision is not keeping pace with household growth and is failing to reduce housing market pressures.
- 'Affordable' rental products are now beyond the reach of those on the lowest incomes and Local Housing Allowance (LHA) rates were frozen on 30th January 2015.
- Welfare reform continues to have an impact on those receiving benefits (lower benefit caps, changes that mean most 18-21 year olds will not be able to claim support with their housing costs, roll-out of Universal Credit, freezing of LHA rates).
- Cuts to local government funding.

Local commitment

1.9 Addressing homelessness is a key element of the City Mayor's vision for Leicester, the strategic work of the Housing Division and an important component of other related services and strategies.

1.10 The City Mayor's manifesto stated "Homelessness in modern Britain is not acceptable" and committed to:

- ✓ continue to support services to tackle homelessness and ensure people are supported on a sustainable basis into permanent accommodation as quickly as possible;
- ✓ continue to resource the Outreach team to reduce and eliminate rough sleeping.

1.11 In addition to this the manifesto also commits to building new homes, including affordable homes, exploring options for low cost home ownership, making resources available for bringing empty homes back into use and raising the quality of private rented and registered social landlord homes in the city.

3

2. Leicester and housing in Leicester

About Leicester

<u>Households</u>

2.1 With around 349,500 residents and 132,000 households, Leicester is the tenth largest city in England and the most populous urban centre in the East Midlands. Leicester has a relatively young population. 37% of the population are aged under 35, compared with 30% nationally, it has a larger proportion of student only households (2.3% compared to 0.5% in the country as a whole) and a higher proportion of single parent households than is found nationally.[1]

2.2 Leicester is home to a diverse range of faiths and communities. Leicester residents come from over 50 countries across the world, making the city one of the most ethnically diverse places in the UK.

2.3 Around a third of Leicester residents were born outside of the UK, and 34% of these (53,000) arrived in the UK between 2001 and 2011. Also, as a designated National Asylum Seeker dispersal city, Leicester is home to a community of asylum seekers.

<u>Housing</u>

2.4 There are around 135,000 homes in the city. Leicester has a smaller proportion of owner occupied homes than is the case nationally, but a larger proportion of social housing and private rented homes. The stock of council housing has been decreasing, mainly due to right to buy, while the number of households in private renting households has been increasing at a greater rate than any other tenure.

<u>Economic factors and deprivation</u>

2.5 The ONS Annual Population Survey (up to Sept 2016) reported Leicester had a (model based) unemployment rate of 6.3%, compared with 4.2% for the East Midlands and 4.9% for Great Britain. There has been a steady decline in Leicester's (model based) unemployment rate since a high point of September 2013 when it was 14%.

2.6 Leicester has traditionally experienced a higher unemployment rate than that which is found in the East Midlands or nationally, which is in part a product of it being a populous urban area. Youth unemployment is also a significant concern. Higher levels of unemployment are also concentrated in pockets of the city.

2.7 Leicester is generally regarded as experiencing higher levels of deprivation than many parts of the country and has a relatively low wage economy.

2.8 Leicester is ranked 21st most deprived in DCLG's Indices of Multiple Deprivation 2015 out of 326 local authorities, compared with 25th in the 2010 Index. Compared to England, Leicester has almost double the population

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[1] 2011 Census

living in the two fifths (40%) most deprived lower super output areas (LSOA's) in the country. 76% of Leicester's population, compared with only 40% of England's, live in the 40% most deprived LSOA's in the country.

2.9 **What has changed since 2013?**
- Leicester's population has continued to increase, from 333,812 in 2013 to 349,500 in 2017, an increase of 5.6%.
- The number of households in Leicester has continued to increase from 125,000 in 2013 to 132,000 in 2017, an increase of 4.7%.
- Council stock has decreased from 22,139 in 2013 to 21,150 in 2017 (a 4% decrease). This is a total reduction in stock of 989. Last year was the largest year-on-year fall in council stock, a loss of 453 homes.
- Registered social landlord stock has increased from 10,419 to 10,641
- Average house prices have been increasing year on year since 2013 and are, as of the first quarter of 2017, 23% higher than they were in 2013.
- From 2013 to 2016 national insurance number allocations to adult overseas nationals have increased year on year from 6,173 in 2013 to 9,165 in 2016 – a 49% increase.
- Median annual gross pay has increased from 2013; £18,267 to £18,989 in 2016, however this has not increased in line with inflation, meaning that real pay is falling.
- Unemployment levels have substantially reduced since 2013 (from a high of 13.7% in 2013 to 6.1% in 2016).

Housing in Leicester

Supply of housing / affordable housing

2.10 An adequate supply of affordable housing makes a significant contribution to preventing many people experiencing the threat of homelessness or homelessness itself.

2.11 A council's housing register is one of the ways in which the demand for affordable housing can be evidenced (although they are generally considered to be an undercount as not everyone in housing need will apply to the council). There were 11,165 households on the housing register in April 2016, compared to 9,980 in 2013, an increase of 12%. There are to be changes to the council's housing register which will significantly reduce the numbers on the register (see section 2.33).

2.12 An assessment of housing need undertaken in 2017 estimated Leicester had an overall annual need of 1,692 homes per year up to 2031 of which 786 homes a year should be affordable housing.

2.13 Market housing plays an important role in affordability as a shortage of market housing is likely to lead to price rises and impact on affordability. A lack of affordable housing can also lead to overcrowded households and/or residing in unsuitable accommodation which is likely to increase the risk of homelessness.

Home ownership

2.14 There are a number of different indicators of housing affordability; however, the ratio of house prices to income is a key indicator of the relative affordability of a household to be able to afford to buy a home.

2.15 The average price of Leicester's homes has increased by 25% since 2012 (compared with quarter 1 2017 prices). The average house price in Leicester is now £171,640[2].

Average cost per home 2012 to 2016
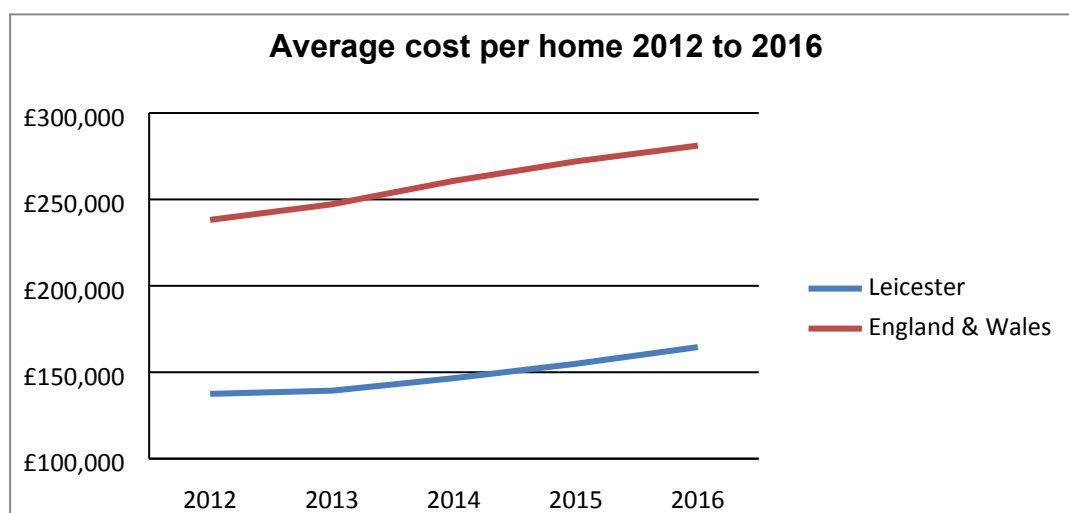
2.16 The average cost of homes is noticeably less in Leicester, than is the case nationally, although Leicester has a lower level of average earnings compared to the country as a whole. In 2016 the gross median annual pay in Leicester was £18,989.[3]

2.17 Department of Communities and Local Government guidance (2007) suggest that to be considered affordable, households should spend up to 25% of their gross income on housing costs and that mortgages should be based on 3.5 times income.

2.18 An individual earning the gross median annual pay (based on 3.5 times income) may be able to borrow £66,462. This is well below the average property price in Leicester and still below the average property sale price of a flat or maisonette (£116,063 average sale price in 2016).

2.19 Leicester's ratio of lower quartile house prices to lower quartile annualised weekly earnings has increased since 2012. In 2015 this ratio had increased to 5.9 which demonstrates that it has become harder for those in the lower quartile income bracket to buy a home.

Private rented sector

2.20 The private rented sector (PRS) provides an important housing alternative for low income households who cannot access owner occupied homes and for

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[2] Average house price quarter 1 2017. Land Registry data
[3] ONS Annual Survey of hours and earnings

whom the shortage in social housing means there are is no realistic prospect of securing a home from the housing register.

2.21 Barriers to accessing the PRS for households on low incomes include issues relating to benefits, initial deposits, fees required, referencing requirements, high rents and in some cases landlords' reluctance towards letting to benefit claimants.

2.22 Based on the Department of Communities & Local Government guidance (2007), to be considered affordable rental costs should not exceed 25% of their gross income. Based on median gross pay in Leicester in 2016 for a full-time worker and the median market rents, rental costs would be 26% of their gross monthly pay. For individuals who are in the bottom 25% of earners in Leicester their rental costs would be 34% or more of their gross monthly pay. Living costs, including fuel costs, have also been increasing which disproportionally affects low income households and can make it more difficult to sustain a home.

2.23 Nationally a survey of PRS landlords found that 63% of landlords surveyed said that they would prefer not to let to housing benefit claimants. In high rent and high demand areas, where there are competitive markets, landlords may be less likely to let properties to people in receipt of benefits where there are a greater number of potential tenants and renting options to choose from.

2.24 An analysis of the private rented market sector in 2016[4] surveyed a sample of agents in Leicester. Of the agents surveyed in Leicester, around 65% said they thought their landlords might be willing to accept tenants in receipt of welfare benefits." Renting to tenants on welfare benefits has been a concern that has been raised at the local Landlord's Forum and to the Housing Options Private Rented Housing team. A BBC nationwide analysis[5] of online listings for spare rooms found that the majority stated benefit claimants were not welcome. A website offering 11,806 rooms to let across England, only 2% were open to people on benefits. There were no vacancies for benefit claimants in Leicester.

2.25 Research undertaken by the Housing Options Private Rented Housing Team between 01/09/2016 to 31/12/2016 showed the difference between Leicester's private market rents and Local Housing Allowance (LHA) (see below). The research illustrates that there is very little private rental accommodation available at LHA rates. It is the tenant's responsibility to finance any shortfall between LHA and their rent. Discretionary Housing Payments (DHP's) can help with this shortfall however these payments are made for a 13-week period after which you have to reapply. Therefore, these payments are not a long-term solution.

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[4] Research undertaken by Inside Housing Solutions for Westminster Council looking at rental by Inside Housing Solutions
[5] http://www.bbc.co.uk/news/uk-england-39102860 9th March 2017

Size of property (number of lettings analysed)	In line with LHA	Within £25 of LHA	Within £50 of LHA	£50+ over LHA
2 bed (11)	1	0	1	9
3 bed (10)	0	0	3	7
4+ bed (26)	0	0	0	26

Of these properties, the rents compared with LHA rates were:

Size of property	Monthly LHA rate	Average monthly rent	Difference between average rent and LHA rate
2 bed homes	£475.00	£609.55	£134.55
3 bed homes	£550.00	£695.50	£145.50
4+ bed homes	£700.00	£1,127.73	£427.73

2.26　LHA has been frozen since 30th January 2015, and will remain frozen until 2021 and as a result, rental affordability is likely to be a continuing issue for more households. Also, as the amount of Local Housing Allowance received depends on household income, savings and any non-dependents living in the same property, as a household's circumstances change this could lead to their accommodation becoming unaffordable - as tenants are bound by a tenancy agreement they might be unable to move for some months despite their change in circumstances.

2.27　The availability of suitable and affordable PRS properties in Leicester has become a growing issue. G4S who provide housing for asylum seekers in Leicester use 300 private rented properties and there is a concern that other local authorities may also look to rent properties here, because it is relatively affordable compared to some areas, especially London. These commissioning agents can offer incentives to landlords. If this happens the supply of suitable PRS properties will become harder to source. There have also been several changes affecting landlords of private rented properties which makes renting out their properties less economically beneficial to them. This has meant that some landlords, particularly those who have mortgages are selling their properties.

Social Housing

2.28　As of 1st April 2017, there were 11,403 applicants on the housing register. There had been a small increase (2%) over the year from 11,165. The previous year saw a more significant increase of 18% over the year (from 9,461 as of 1st April 2015). Overcrowding remains the biggest reason for joining the housing register and as of April 2017, accounted for 42% of the register. Households in bands 1 to 3 on the housing register are considered to have a housing need for accommodation. As of 6th July 2017, it was agreed to remove all those applicants on the housing register who have little or no housing need and are therefore not likely to receive an offer of accommodation. This reduced the list to 7,623 households (as of 11th July) and will help us to better manage customer expectations.

2.29   Since the last homelessness review there have been three significant revisions to the Leicester City Council's allocations policy:

1. In 2013 the allocations policy was revised in response to changes to housing benefit following the Welfare Reform Act 2012. These changes were made so that people on the housing register would only be allocated the number of bedrooms which would be covered under housing benefit rules, reducing the risk of financial hardship to prospective tenants due to shortfalls in housing benefit. Also from May 2014 no new applications were accepted onto the register where the customer was considered to be adequately housed.

2. In 2015 the allocations policy was revised in response to the Localism Act 2011. The main changes were to:
   - strengthen the local residency requirement (increasing the current settled home requirement from 1 to 2 years) and for evidence of previous settled home from 2 consecutive years or more out of the last 5 years to 3 or more years out of 5;
   - exclude owner-occupiers and those with the financial resources to resolve their own housing issues from the housing register (in Leicester this was set at a total income of more than £25k per year for a single household or more than £40k per year for joint households or capital assets of over £50k)
   - give band 3 priority to those working households or those in local training schemes who needed to move closer to their job/training scheme.

3. Further changes that will be made in July 2017 are:
   - Applicants who are considered to be in low housing need will be removed from the housing register (removing bands 4 & 5). Applicants requesting 1 bed sheltered housing will be moved to a higher band
   - Amend the income threshold for joint households to join the register to £31k per year
   - Differentiate between tenants and non-tenants who receive overcrowding banding priorities and amend age rules for families living in 1 bed accommodation
   - Adopt the government's bedroom standard, so that people on the Housing Register will only be allocated the number of bedrooms which are covered under these standards
   - Creating a new band 2 priority for people who are living in insanitary or unreasonable housing
   - Households will able to choose to apply for accommodation with one less bedroom than they are eligible for. Families with 1 child aged 2 years and under are able to choose to apply for 1 and 2-bedroom accommodation

2.30   In the last two years the total number of lettings from the social housing register has reduced (1,504 in 2016/17 and 1,479 in 2015/16). See graph A. However, 38% (579) of all lettings were for the prevention of homelessness or to households who become homeless. This was an increase from the previous year (481 (33%) of all lettings in 2015/16). Just over half of all

lettings were of 1 bedroom accommodation. In 2014/15 there was an increase in the number of lettings as there was a large number of new build properties completed and let during this year.

2.31 Average waiting times for family size accommodation have increased. For a band 2 household seeking a two-bedroom property waiting times have increased from 12 months to 18 months and those seeking a four-bedroom property waiting times have increase from 21 months to 39 months.

Council Housing

2.32 The Council is the biggest landlord in the city and will generally be the most affordable rental option for many people; therefore, it is important that any tenants experiencing affordable issues are supported to maintain their tenancies to reduce the cycle of homelessness.

2.33 In 2016/17 of the 54 evictions 13 were families, 1 couple and 40 single people. Only 6 of the evictions involved debt relating to welfare reforms (all these related to the 'bedroom tax'). The majority of eviction cases were not directly affected by welfare reform.

Evictions from LCC homes	Non-payment of rent	ASB	Total evictions
2014/15	103	2	105
2015/16	52	2	54
2016/17	54	0	54

2.34 All tenants where action is being taken relating to arrears are offered support. Any non-payment of rent eviction cases involving vulnerable, family or those with complex needs are reviewed by senior officers to ensure all possible interventions have been made to prevent homelessness.

2.35 In 2016 the council introduced a welfare support needs policy to identify and provide support, where required, to 'vulnerable tenants'. Vulnerable council tenants who are at risk of homelessness or who have experienced homelessness can also access the STAR service (housing-related support service).

2.36 When tenants notify the council of their intention to end their tenancy we could do more to establish the reasons for their decision to end their tenancy, so if they are struggling to maintain their tenancy or are potentially leaving themselves in a more insecure housing situation appropriate advice / support can be provided.

Graph A: Lettings from the social housing register 2007 - 2017
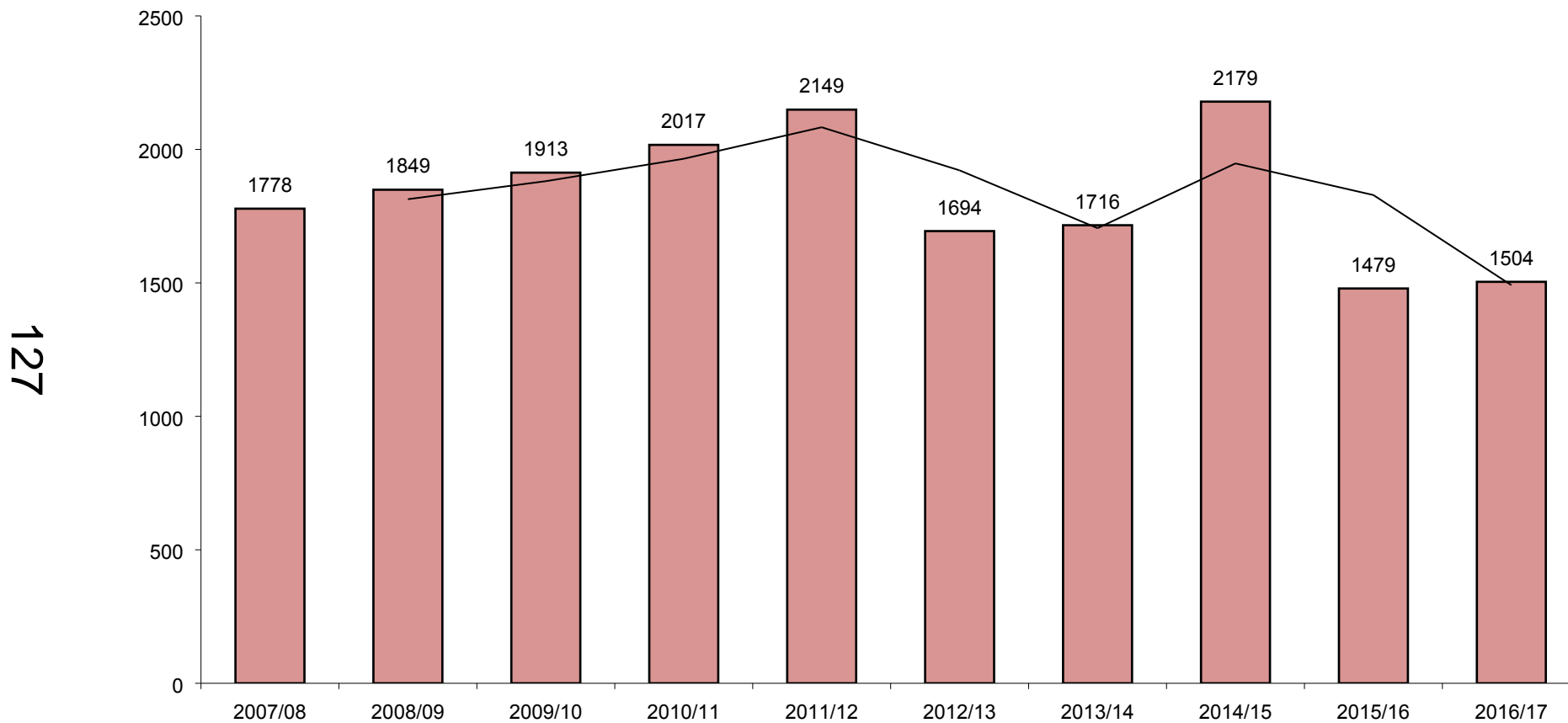
2.37 The Government has introduced a range of reforms to benefit entitlement over the last few years. The council has contacted households affected by the reforms to alert them to the changes and sign-post them to support. Below are some of the impacts on households in Leicester:

2.38 There have been 1,458 of households affected by the under-occupancy rules which restrict benefit to the number of rooms deemed to be needed by that household (also known as the 'bedroom tax). The average loss of benefit per household is £13.77 per week.

2.39 The government introduced a cap on the amount of benefits households could claim in 2014. In November 2016, 98 households were affected, these families were already affected by the previous benefit cap threshold and the average loss per household was £65.00 per week. Families with 5 or more children were most affected. In January 2017 420 new households were affected and the average loss per household was £51.78 per week. In February 2017, there were 530 affected households and the average loss per household was £63.32 per week.

2.40 Child tax credits have been limited to two children from April 2017, for any subsequent children born after 6th April 2017. This will significantly impact on the incomes of large family units over time. In Leicester families with 3 or more children currently make up 12.5% (1,738 households) of the housing benefit caseload.

2.41 As mentioned in section 2.27, local housing allowance rates have been frozen since 30th January 2015, and will remain frozen through to 2021.

2.42 Going forward there are several further changes that are likely to impact on homelessness:
- Largest single impact on homelessness is likely to be the roll out of Universal Credit (UC) from March 2018 in Leicester. From this point, working age households will no longer make new claims for Housing Benefit (or Job Seekers Allowance / Employment Support Allowance / Tax Credits / Income Support) and instead will have to claim UC. Households granted a new tenancy will also move onto UC as a 'major change in circumstances.' Currently there are less than 500 claimants of UC in Leicester. Experience from other areas of the country where full service UC has already been introduced is that rent arrears double compared to legacy benefits.
- UC claimants under 22 from March 2018 will no longer be automatically entitled to housing costs. There are however a number of exemptions to this and the numbers we anticipate to be affected in Leicester are low.
- From April 2019, maximum rent allowances (in HB/UC) will be capped at LHA rates for those in social housing tenancies signed after April 2016, which by then is likely to be well below market levels.

- Also from April 2019 it is proposed that supported accommodation rents will be capped at LHA rates. The government has proposed that councils would be given cash to top up the difference. How this would be allocated has yet to be clarified and there has been a recent parliamentary committee report that made recommendations to change the existing proposals.

2.43 A number of welfare changes have already been implemented and the proposed changes are a significant risk to the continued success in prevention of homelessness. Personal budgeting support is currently available in Leicester, provided by Citizens Advice LeicesterShire, for those claiming universal credit, to help people to manage their finances/ budget. Universal credit is paid differently from other benefits as it is paid once a month usually paid directly into the individual's bank, building society or credit union account. For some this will mean they have to arrange to pay their own rent (for some people receiving housing benefit this was paid directly to their landlord). The ongoing availability of budgeting support will be essential to prevent homelessness when universal credit is fully implemented.

Discretionary Housing Payments

2.44 The council can provide short term financial support in the form of Discretionary Housing Payments (DHP) to some people to help meet the shortfall in their housing costs. The table below shows the number of applications over the last three years and the number and percentage of DHP awards made.

Year	Number of DHP Applications	Number of awards made	% successful applications
2014	2,266	1,801	79.5%
2015	2,389	1,718	71.9%
2016	2,221	1,652	74.4%

2.45 In 2016/17 although there were less people awarded DHP the total value of awards increased. DHP is a temporary award where people have to make a new claim after 13 weeks. Indications are that there are a number of households claiming this award to sustain their accommodation and who would be potentially at risk of homelessness if they did not receive these payments as their accommodation would become unaffordable.

Value and number of DHP payments 2014/15 to 2016/17

DHP Award reasons	2014		2015		2016	
Benefit cap	109	£145,384.38	63	£75,101.64	153	£170,331.00
Under occupation	795	£347,552.87	673	£308,594.69	575	£280,396.93
LHA restriction	478	£159,689.29	392	£218,508.81	402	£250,226.11
Combination	64	£29,800.05	136	£82,291.91	53	£26,730.82
Other (non-welfare reforms)	355	£138,266.41	454	£128,927.06	469	£216,312.97
TOTAL	**1,801**	**£820,693.00**	**1,718**	**£813,424.11**	**1,652**	**£943,997.83**

2.46 Housing services are working with the council's revenues & benefits service to make sure DHP are effectively targeted to prevent homelessness.

Court activity

2.47 Since 2013, Leicester has seen a significant reduction in both mortgage orders for possession and mortgage claims for possession, with an overall decrease of 63.8% in annual mortgage claims for possession between 2013 and 2016, and a 67.5% reduction in annual mortgage orders for possession between 2013 and 2016[6]. There were a total of 194 mortgage claims and orders for possession in 2016.

2.48 Annual landlord claims and orders for possession both increased between 2013 and 2014 (claims up by 3% and orders up by 16.8%) but then decreased in the following years. There were fewer total claims and orders for possession in 2016 than there were in 2013. However, repossessions have increased from a total of 226 in 2013 to 338 in 2016, an increase of 50%.

Landlord claims & orders for possession and repossession 2013-2016

	Claims for possession				Orders for possession				Repossessions			
	2013	2014	2015	2016	2013	2014	2015	2016	2013	2014	2015	2016
Social Rented	1064	1071	891	752	700	809	643	522	145	207	176	163
Private	147	162	153	141	106	126	99	102	29	41	54	39
Accelerated	200	221	284	313	162	195	234	252	52	76	120	136
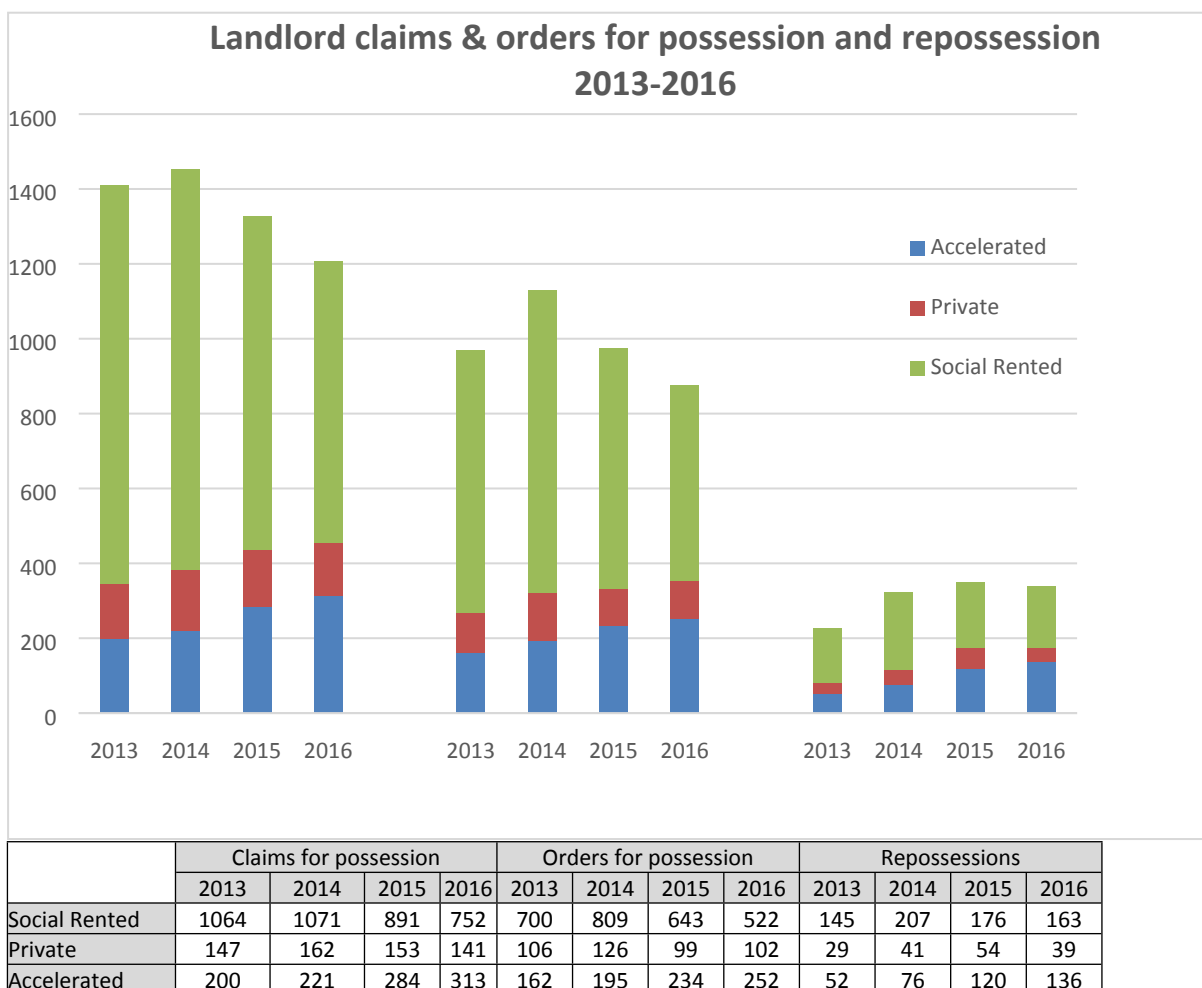
2.49 The Retaliatory Eviction & Deregulation Act came into effect on 1st October 2015 making changes to when and in what circumstances landlords can give notice to a tenant. This act provides some protection to tenants who make a

[6] Ministry of Justice figures

legitimate complaint to their landlord about the condition of their property and, in response, instead of making the repair, their landlord services them with an eviction notice. This act also made it more straightforward for landlords to evict a tenant where they are allowed to do so.

2.50 The most common form of tenancy is an assured shorthold tenancy; this allows landlords to take back their property without giving any reason when:
- The tenants' deposit is in a deposit protection scheme
- The tenant is given at least 2 months' written notice
- The date the tenant must leave is at least 6 months after the original tenancy began
- It is a periodic tenancy, or a fixed-term tenancy and the leaving date if after the end of the fixed term

It is common practice for private landlords to offer 6 month assured shorthold tenancies. There are many cases were tenants are given notice and this does not relate to any action taken by the tenant (e.g. rent arrears, damaging the property, anti-social behaviour). Housing Options continue to experience large numbers of tenants seeking advice from Housing Options because their assured shorthold tenancy has been ended.

2.51 **Key points relating to housing in Leicester:**
- Need for more affordable housing
- Affordability is a barrier for people to access home ownership and to rent in the private sector
- Increasingly difficult for people receiving benefits to access private rented accommodation. Welfare changes have had, and continue to have an impact
- Increased demand for social housing however there are fewer lettings available this means waiting times are increasing
- Most lettings in the private rented sector are assured shorthold tenancies which are insecure and often short-term

3. Homelessness in Leicester

What is homelessness?

3.1 People who don't have a home are described as homeless. When we hear the term homeless we often think of people living rough on the streets; sleeping rough on the streets is only one form of homelessness. It is the one we think of because it is more visible than people who may be living in temporary accommodation.

3.2 There are several categories of homelessness, defined and measured in different ways. These are outlined below[7]:

Statutory homeless	Households deemed to be homeless, eligible for support from their local council and in priority need.
Single homeless	Those who are homeless but do not meet the priority need criteria to be housed by their local authority under homelessness legislation. They may live in supported accommodation, e.g. hostels and semi-independent housing projects, sleep rough, sofa surf or live in squats.
Vulnerably housed	People without accommodation and people in temporary, insecure or poor quality accommodation, including overcrowding or those who are threatened with homelessness.
Street homeless	People sleeping rough.
Hidden homeless	People not recorded in official statistics, who tend to reside in squats, on the floors or sofas of friends and families, or sleep rough in concealed locations.

3.3 The total picture of homelessness is set out below and then afterwards broken down into figures and services for families and singles & couples (including young people and offenders / ex-offenders).

Homelessness Advice and Prevention

Customer Services / Housing Options
3.4 The council has a statutory duty to provide advice and assistance to those in housing need and who are homeless or facing homelessness. In Leicester, this is provided by the Housing Options Service.

3.5 In April 2015 the Housing Options service moved to be co-located with Customer Services in York House. Customer Services provides a triage service for those seeking housing advice (at reception or by telephone). All crisis presentations (those who are saying they are homeless on the day) are referred to the Housing Options Service for immediate, specialist advice and assistance. Customer Services also refer anyone who may be facing

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[7] Taken from Homeless Link Support for single homeless people in England: Annual Review 2016

homelessness for early intervention and the more complex issues arising from Housing Register enquiries. The customer service centre is open Monday to Friday 8.30am to 5.00pm (4.30pm on Friday) and telephone advice line is open Monday to Friday 8.00am – 6.00pm. Outside of these hours, in an emergency, there is a contact number available at all times.

3.6   Since 2014/15 households approaching housing options for assistance when they are homeless or at risk of homelessness have increased year on year. From 2015/16 to 2016/17 approaches increased by 30%. The percentage of these households who are singles has increased from 2014/15 to 2016/17, from 55% to 62%.

Household composition	2014/15	2015/16	2016/17
Families	974	1,218	1,412
Singles	1,189	1,658	2,327
Total	**2,163**	**2,876**	**3,739**

3.7   Housing Options hold surgeries at the Dawn Centre two days a week, (on Tuesday's and Thursday's) but the plan is to extend this to 5 days a week (Monday to Friday) to ensure that entrenched homeless people and those leading chaotic lives can access services.

3.8   Housing Options operates a single access & referral point to access its commissioned housing related support services (accommodation based and floating support). This was highlighted at the last review as good practice to ensure customers receive a consistent approach in one place. There is an eligibility criteria to access homelessness services. Leicester has a policy to offer accommodation and support to not just those we have a statutory duty to assist, but to others, to support other council priorities e.g. to eliminate rough sleeping. There are other (non-commissioned) services that operate who have their own access policies.

Advice

3.9   Access to timely advice is key in the prevention of homelessness. As well as advice provided by Housing Options there is currently a range of other advice services available in the city (see advice services leaflet: https://www.leicester.gov.uk/media/181901/advice-services-in-leicester-sept-16.pdf)
Housing and homelessness advice is provided by:
- Community Advice and Law Service (CALS)
- Leicestershire Citizens Advice Bureau (CAB)
- Shelter Housing Aid and Research Project (SHARP)
- Bangladeshi Youth and Cultural Shomiti
- Highfields Centre
- Saffron Resource Centre
- Somali Development Services
- The Race Equality Centre

3.10 The council is currently reviewing social welfare advice services across the city. Housing and homelessness advice will continue to be provided (in addition to advice available from housing options), although there could be changes in provider from 1st April 2018. Future social welfare advice services will operate from the council's Customer Service Centre with an outreach provision.

Prevention

3.11 Enabling people to stay in their existing accommodation and avoiding the need for a formal homelessness assessment makes economic and social sense. Homelessness prevention is carried out by Housing Options services when people approach them for assistance. Homelessness prevention is also supported and carried out by a range of other internal services and external providers. The percentage of households prevented from becoming homeless after seeking help at Housing Options has been increasing year on year.

% of households prevented from becoming homeless after seeking help at housing options	2013/14	2014/15	2015/16	2016/17
	73.0%	78.8%	85.3%	89.7%

3.12 The table below shows how people were assisted to remain in their existing home. It includes preventative work done to support council tenants to sustain their tenancies by STAR & the Income Management Team. The numbers of successful prevention outcomes have been increasing year on year.

Homelessness preventions - assistance to remain in existing home	2013/14	2014/15	2015/16	2016/17
Mediation	2	22	11	22
Conciliation	29	19	18	33
Financial payments from a homeless prevention fund	5	4	3	23
Debt Advice	48	18	49	15
Resolving Housing Benefit problems	9	163	298	362
Resolving rent or service charge arrears	10	179	260	501
Sanctuary scheme measures for domestic violence	7	6	73	58
Crisis intervention - providing emergency support	0	0	1	3
Negotiation or legal advocacy	184	70	43	37
Other assistance	306	115	162	158
Mortgage arrears interventions or mortgage rescue	27	7	1	1
Other	0	0	8	2
TOTAL	627	603	927	1,215

3.13 This table shows how people were assisted to obtain alternative accommodation as a homelessness prevention outcome. The numbers of households assisted to find alternative accommodation has been increasing year on year.

Households assisted to find alternative accommodation[8]	2013/14	2014/15	2015/16	2016/17
Hostel/HMO	243	471	625	1136
Private rented sector with landlord incentive scheme	304	235	124	127
Private rented sector without landlord incentive scheme	41	24	43	41
Accommodation with friends or relatives	12	14	14	26
Supported accommodation	17	23	26	9
Social housing - management move of existing LA tenant	1	20	74	43
Social housing - offer of LA accommodation or nomination to RSL	77	169	755	821
Social housing - negotiation with an RSL outside nomination arrangements	4	1	8	6
Low cost home ownership scheme / market housing solution	0	0	0	0
Other	354	281	0	1
Total	1,053	1,238	1,669	2,209

3.14 Leicester's prevention approach has been very successful, especially in tackling family homelessness. The Homelessness Reduction Act looks to strengthen the advice and assistance options for the single homeless. As part of reviewing our processes to implement the Homelessness Reduction Act we also want to further improve the outcomes for single people who are homeless. It is widely recognised that the extension of the statutory duties will place additional burdens on services that are already under significant pressure due to the increase in presentations for advice and assistance.

3.15 Since the last review there have been continuous developments and changes to support the advice & preventative services available:

- In 2015 Leicester adopted some of the principles of Housing First to assist households who were facing homelessness and their only need was accommodation. This initiative is used for those on the housing register in homeless categories where this would prevent a hostel admission or reduce the length of stay in a hostel. This has been particularly successful in reducing the number of families without support needs having to be placed in a hostel. Housing First is an approach for long-term homeless people with high support

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[8] P1E Return (quarterly returns submitted to the DCLG relating to the council's responsibilities under homelessness legislation)

needs to place them into their own tenancy and then provide open ended support. This approach has been used for 14 individuals working with the Revolving Door team. Up to the end of 2016/17, 104 families and 45 single people have been helped into accommodation by this initiative who would have otherwise needed to access temporary accommodation.

- In 2016, following a successful pilot, initially developed by Blaby District Council in partnership with Leicester, a housing enablement team (Lightbulb project) works with patients (from the Bradgate Mental Health Unit & University Hospitals Leicester) who are well enough to leave hospital but have no accommodation to return to or their current accommodation is no longer suitable to prevent any delayed transfer of care. In 2016/17 there were a total 239 referrals from city patients.

3.16 Preventing homelessness is an ongoing challenge and prevention options are becoming more limited, mainly due to issues of affordability. The council along with other local authorities in Leicestershire & Rutland was successful in obtaining funding as part of the government's Prevention Trailblazer programme. The aims of our project are to provide more early interventions to prevent homelessness by:

- Making available easily accessible and targeted self-accessed homelessness advice, signposting and referrals to services
- Raising awareness of support available and improving links with organisations and services outside the existing 'homelessness services' networks
- Having available targeted person-centred support for individuals who are less able to navigate self-accessed support
- Ensuring homeless prevention advice & support can be easily accessed across all the local authority partner areas.

3.17 Resources have been increased in the private sector housing options team to enable further work to secure suitable private sector properties to prevent homelessness.

Homeless applications

3.18 A total of 256 homeless applications were made in 2016/17 and of these over a third were found to be homeless and in priority need. The council's pro-active prevention approach has meant that the number of homeless applications has been kept to a minimum. However, we do not consider the number of homelessness applications to be reflective of the demand for homelessness services.

Homeless applications[9]	2013/14	2014/15	2015/16	2016/17
Homeless and in priority need	91	108	129	100

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[9] P1E Return (quarterly returns submitted to the DCLG relating to the council's responsibilities under homelessness legislation)

Eligible, homeless and in priority need, but intentionally so	37	54	45	51
Eligible, homeless but not in priority need	207	144	112	68
Eligible, but not homeless	11	9	12	7
Ineligible	69	48	36	30
Total	415	363	334	256

3.19   Homeless acceptances can give us a picture of reasons why people are becoming homeless. The top three reasons for homelessness acceptances in 2016/17 were loss of rented / tied accommodation (38), required to leave accommodation provided by the Home Office as asylum support (14) and violence (12) and parents no longer / willing / able to accommodate (12). These were the same main reasons as in the previous years; except parents no longer able to accommodate which has not been a main reason until 2016/17.

Main reason for loss of last settled home[10]	2013/14	2014/15	2015/16	2016/17
Parents no longer / willing / able to accommodate	5	7	7	12
Other relatives / friends no longer willing / able to accommodate	11	14	11	9
Non-violent breakdown of relationship with partner	3	1	1	3
Violence	19	17	18	12
Harassment, threats or intimidation	1	5	5	3
Mortgage arrears	2	0	1	1
Rent arrears	3	0	2	5
Loss of rented / tied accommodation	26	30	40	38
Required to leave accommodation provided by Home Office as asylum support	17	28	37	14
Left an institution or LA care	0	1	2	1
Left armed forces	0	0	1	0
Other	4	5	4	2
Total	91	108	129	100

3.20   From the 1st October, 2016, Leicester City Council began to fully discharge and end our main homeless duty by way of a 'Private Rented Sector Offer' (PRSO) in all cases for homeless applicants who have applied to this local authority as homeless. This was introduced to make best and fair use of the limited social housing and to provide opportunities beyond social housing.

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[10] P1E Return (quarterly returns submitted to the DCLG relating to the council's responsibilities under homelessness legislation)

This however is only sustainable if we can source suitable private rented sector properties.

3.21 The chart below provides an overview of Leicester City Council's actions to assist homeless and potentially homeless households. Prevention of homelessness is our key objective and this shows that the council's work is focussed clearly on the prevention of homelessness.
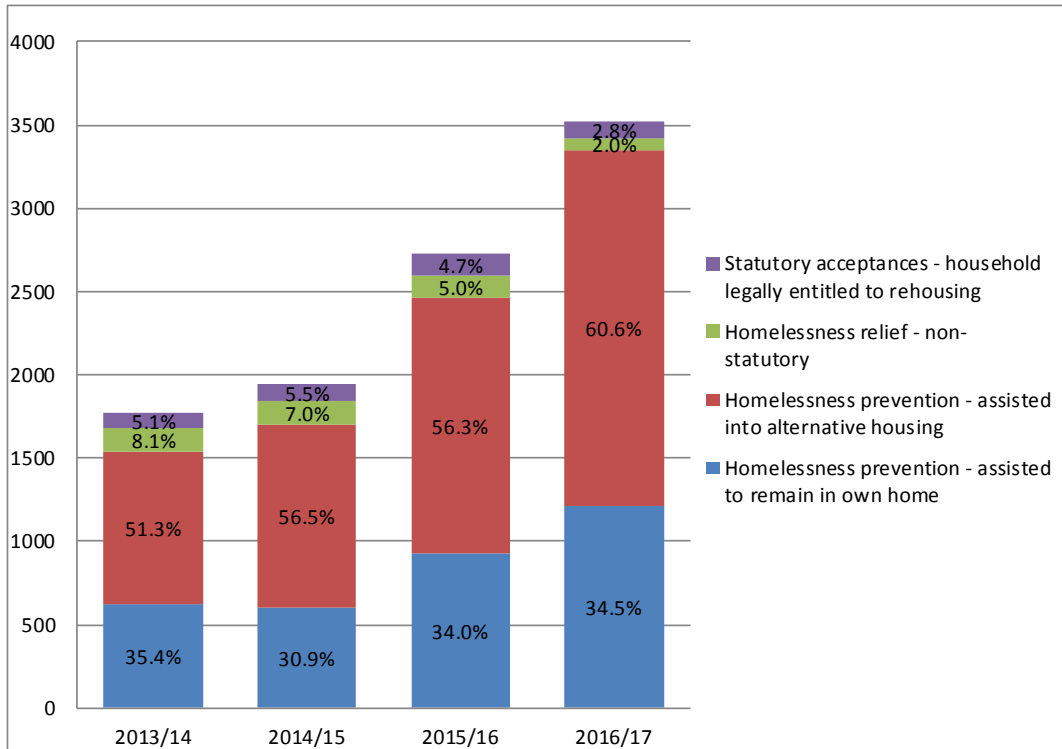
Street homelessness

Numbers of rough sleepers

3.22 All local authorities have to submit an annual figure to DCLG to indicate the number of people sleeping rough in their area on a typical night (in the Autumn). This can be an estimate or a count. In Leicester, this has been estimated by the council and local homelessness services discussing local intelligence. Similar to figures nationally, especially in cities, Leicester has seen an increase in rough sleeping.

Rough sleeping estimate	2013	2014	2015	2016 (rate per 1,000 of population)
Leicester	11	19	22	36 (0.28)

3.23 Leicester City Council has an Outreach team who specifically work with rough sleepers in Leicester. They gather information daily, when working, on the numbers seen and will follow up referrals from other organisations. From their records, we can report how many unique individuals they identified. This we feel is a more accurate reflection than the estimate. Although it is noted that

the Outreach team is a small team that generally covers a small area of the city and therefore there may be other individuals not identified by the outreach team who are rough sleeping. From 2015/16 to 2016/17 there has been a 25% increase in unique individuals within the year seen by the Outreach team.

	2015/16	2016/17
Unique individuals identified by Outreach as rough sleeping	159	198

3.24 Of the 198 unique individuals identified by outreach as rough sleeping during 2016/17 the table below is a breakdown of categories based on their first presentation during the financial year. However, some of these individuals could be the same as when partial or no information is provided these cannot be reconciled to previous information gathered.

PFA	Stock	Flow	Returners	Unknown	Total
40	29	80	10	39	198

Definitions:
PFA: Persons from abroad
Stock: people who have rough slept the previous and / or the current financial year.
Flow: first time rough sleepers, people who have not been seen rough sleeping before.
Returners: people who have rough slept prior to the last financial year and have returned to rough sleeping this financial year
Unknown: Individuals not engaging with outreach services therefore no information to categorise.

3.25 Of the 198 unique individuals rough sleeping:
- The 40 'PFA' were all European union nationals
- Outreach team helped, at least once, 68 of these individuals (34%)
- 10 individuals had a tenancy, at some point, when rough sleeping
- 9 individuals were aged between 16-24
- Where ethnicity is recorded, 79% were white, 8% were asian and 14% were black
- Outreach were unable to establish the identity of 53 individuals (this could be because they were asleep or the individuals did not want to provide any further information)
- Housing advice was provided to 79 individuals, of which temporary accommodation was offered to 48 individuals (in 17 cases this was refused or the individual failed to turn-up and in 6 cases the temporary accommodation provider refused to accommodation the individual).

3.26 Leicester City Council has been working with Action Homeless and other organisations as part of the European End Street Homelessness Campaign. This initiative aims to end street homelessness in the city by 2020. There will be a survey of street homeless people and those in temporary

accommodation. A plan will be developed for each individual so they can be housed as soon as possible.

3.27   There is a growing issue with begging in the city. Many members of the public assume that those begging are rough sleeping. The housing division is working with the council's street drinking team and the city centre police to tackle begging in the city. Information on whether beggars do have accommodation helps the police take appropriate action against persistent beggars. The police have served community protection notices and a criminal behaviour order to help tackle those persistently begging.

3.28   In July 2016 there were 12 identified prolific beggars (those seen begging daily) in the city, only one was identified as sleeping rough. Of the others; 7 had their own tenancies, 3 were living with friends or family and 1 was staying in homeless temporary accommodation.

3.29   In May 2017 there were 16 identified prolific beggars in the city, seven were identified as sleeping rough (although two of these did have tenancies but were still sleeping rough). Of the others; 5 had their own tenancies, 2 were staying in homeless temporary accommodation and 2 were of no fixed abode. All of those in tenancies have at some point been homeless. There were also 9 regular beggars identified (those who beg at least three times a week or are seen by services on a regular basis but are not out every day). Of these individuals 3 were identified as sleeping rough, 4 had their own tenancies and 2 were staying in homeless temporary accommodation.

Outreach
3.30   The outreach team helps those rough sleeping to move off the streets; to access services and support; and offer advice on health access, benefits and housing. Staff can also accompany service users to appointments and interviews if required. The Outreach team also work with other agencies to tackle begging and street drinking. They also provide a reconnection services to homeless people from out of Leicester to enable the person to return their city, town or country. In 2016/17 the Outreach reconnected 102 people to places where they had a link/connection or family outside Leicester. This included 20 persons from abroad. In PFA cases the council would like further engagement with UK Visas & Immigration to help support the local authorities' work with migrant rough sleepers. There are individuals that refuse to engage with the outreach team. For example, in February 2017 8 out of 15 rough sleepers known to the Outreach team were not engaging.

3.31   As a result of a successful cross authority bid to the Department for Communities & Local Government Rough sleeping programme, led by Charnwood Borough Council in 2016/17, part of the funding received will be used to provide additional resources to the outreach team to extend services into the evening. This team will be in place by early July 2017.

No Second Night Out (NSNO) – Leicester approach
3.32   Leicester City Council works with other district authorities and The Bridge to operate a NSNO pathway. In the city, there is one NSNO bed available

provided by Action Homeless. If required, the city council can also make a referral to NSNO beds available in the county. These beds are only available when no other temporary accommodation is available and for individuals who have no recent history of rough sleeping and who have little or no support needs.

3.33 There are few referrals made for the NSNO city bed available. Referrals can only be made for clients who have little or no support needs; there is a cut-off point for referrals which means the Outreach twilight team are not currently always able to make referrals and not all service areas are aware of the referral processes. 80 individual rough sleepers seen by the outreach team in 2016/17 were first time ('flow') rough sleepers. Of these individuals 44 (55%) were assessed for temporary accommodation. 36 individuals were eligible for temporary accommodation however 12 refused this accommodation or did not go to the accommodation provider and in 5 cases the temporary accommodation provider refused the referral. There needs to be a review of current procedures to ensure there is support for all new rough sleepers; so that they do not have to spend a second night rough sleeping and their needs can be quickly assessed and to consider what services can do regarding individuals who refuse the current support offered.

Dawn Centre emergency bed provision

3.34 The Dawn Centre offers up to 10 additional emergency bed spaces of dormitory style accommodation. Referrals for the emergency beds are primarily received from Leicester City Council's Outreach Team, but individuals may present out of hours at the Dawn Centre. Such referrals are assessed by Dawn Centre staff and accommodated if a relevant 'threshold' is met and spaces are available. Emergency bed referrals are required to meet the 'threshold' of rough sleeping or being at immediate risk of rough sleeping.

3.35 All emergency bed referrals are then assessed by Housing Options to ascertain if they are both homeless and eligible for temporary accommodation. If individuals are not eligible they will be offered support with reconnection to their local authority or for persons from abroad, repatriation.

3.36 Those accommodated on the emergency beds can access three meals a day in the Dawn Centre dining room. There is both a housing benefit charge and an ineligible charge for the use of these beds. The ineligible charge is a third less than that charged for a 'permanent' hostel bed space.

3.37 Weekly monitoring of hostel vacancies and the emergency beds is carried out to ensure, as far as possible, that no-one is sleeping rough due to the lack of vacancies. Some rough sleepers refuse assistance and some are excluded due to their behaviour. Due to the rise in rough sleeping we are currently undertaking further work with a targeted plan for any individual appearing on the weekly snapshot of rough sleepers.

Dawn Centre Severe Weather Bed provision / Winter Bed provision

3.38 The Dawn Centre offers additional bed-spaces in dormitory accommodation in periods of severe weather. The definition of severe weather can include

periods of heavy rain, gale force winds and extremes of temperature i.e. night-time temperatures of 2°C or below. Such weather triggers the offer of up to 10 more bed spaces in the Y Support Day Centre (based in the Dawn Centre building). In hot weather the Dawn Centre provides individuals with support to keep hydrated and sun protection (e.g. shelter / provision of sun screen / showers).

3.39 These beds are always offered on a first-come first-serve basis. There is no charge for the use of these beds. Invariably they have been fully occupied.

One Roof Leicester (ORL) Winter Beds

3.40 During the winter of 2015/16 the emergency provision was run in partnership with Leicester City Council and Y Support. In total, 82 individuals were offered accommodation across all providers, ORL accommodated 38 (46%).

3.41 ORL Winter Night Shelter was a multi-faith initiative that rotated around 7 venues in the city. It was open from 12 December 2016 to 27 February 2017. The shelter provided emergency accommodation and food to homeless people in Leicester during the coldest months of the year. There were 10 beds available every evening.

3.42 During this time they had 28 referrals and of these 24 used the beds. The average number of nights in the shelter was 28. The criteria to use these beds were: male, rough sleeping, can manage without alcohol or drugs overnight whilst at the shelter, from 7pm to 8am.

3.43 Key points relating to street homelessness:
- Rough sleeping is increasing
- There is more street begging and the latest figures show more of these individuals are homeless
- Over a third of rough sleepers offered temporary refused this / or failed to go to the accommodation provider. Rough sleepers often have complex needs. Further work is being undertaken to consider alternative offers of support to engage this client group
- Review of no second night out procedures in the city to help ensure timely support is available to all that require it
- We need to consider how interventions can be sustained so people do not return to the streets

Family homelessness

Number of homeless families

3.44 Over a three-year period (2014/15 to 2016/17) the number of families seeking assistance from housing options because they are facing homelessness has increased year on year (see graph B and table below) as has the number of cases where homelessness was prevented.

3.45 Although the numbers seeking assistance has been increasing those households who need to be referred into temporary accommodation has decreased. This shows that the emphasis on preventing family homelessness

has been successful and housing options are currently able find a preventative solution in 80% of cases.

3.46 Unfortunately the prevention of homelessness is not possible in all cases and the housing options service is the safety net for those who are in crisis and require emergency interventions. The numbers of families being placed in temporary accommodation and bed and breakfast accommodation has decreased over the last 3 years (see graph C and table below).

	Seeking assistance from HO	Requesting TA	% seeking assistance then requesting TA	Eligible for TA	Placed in TA	% eligible placed in TA
2014/15	974	267	27.4%	266	246	92.5%
2015/16	1,218	255	20.9%	264	256	97.0%
2016/17	1,412	246	17.4%	256	188	73.4%

3.47 Bed and breakfast usage has decreased in the last year. Bed & breakfast accommodation is only used when temporary accommodation is unavailable or temporary accommodation is unsuitable and the council has a duty to accommodate. B&B accommodation is not suitable for families with children and we have met the government's guidance to ensure this is not used for longer than six weeks.

	Number of families accommodated (number of occasions)	Average length of stay - days
2014/15	64 (76)	6.5
2015/16	107 (115)	5.2
2016/17	11 (11)	3.1

Services for homeless families

3.48 *Housing Division commissioned accommodation based housing related support*

The last strategy proposed to commission a total of 60 units of temporary accommodation. Leicester City Council's Border House provides the 60 units of accommodation for families.

3.49 *Other accommodation services (non-commissioned)*

Adullum Homes Housing Association Bethany Project provides 25 units of accommodation for vulnerable women with children who have support needs.

Graph B: The number of families who came to housing options saying they faced homelessness
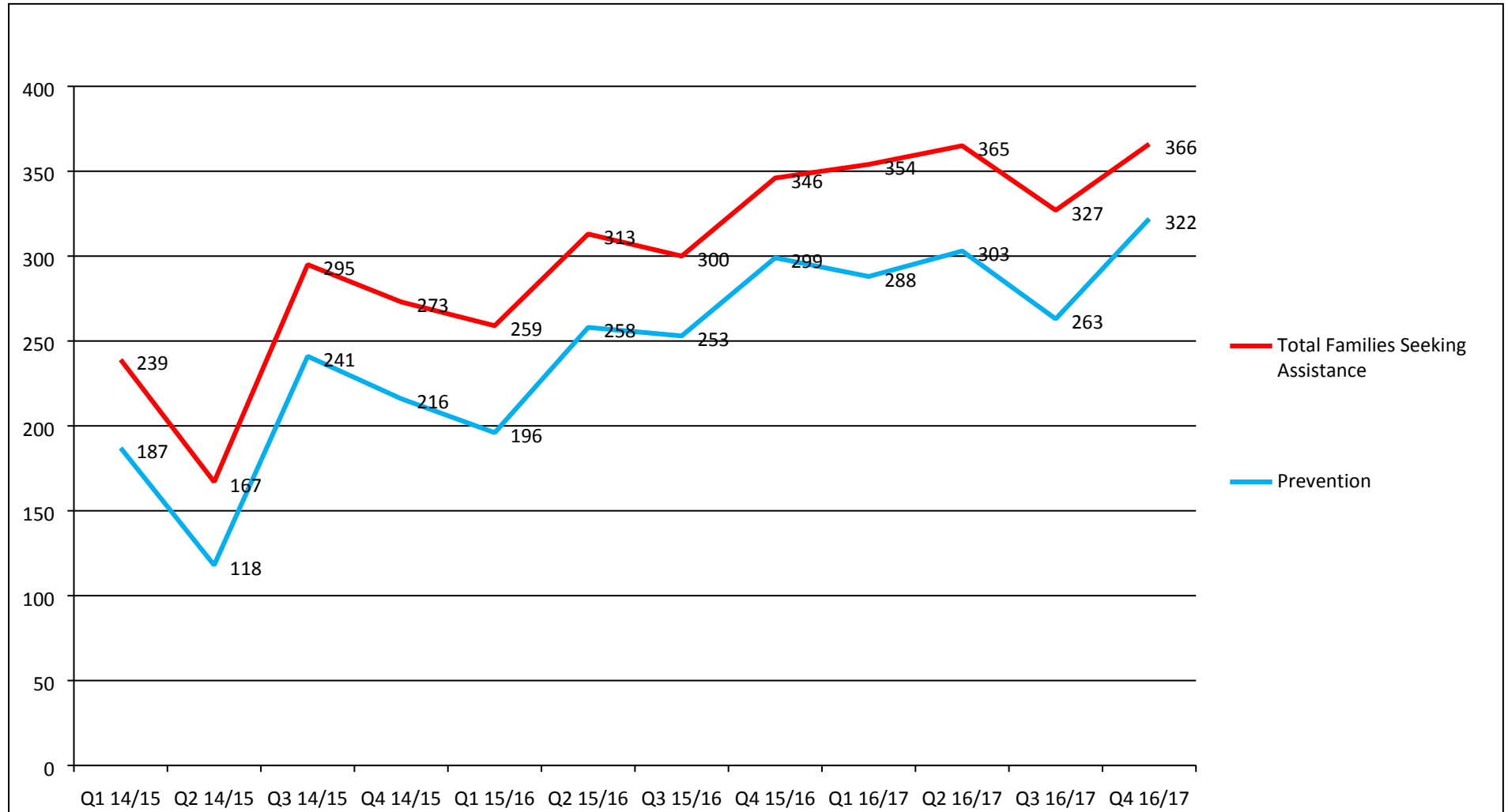
Graph C: Homelessness families' requests for temporary accommodation 1st April 2014 – 31st March 2017[11]

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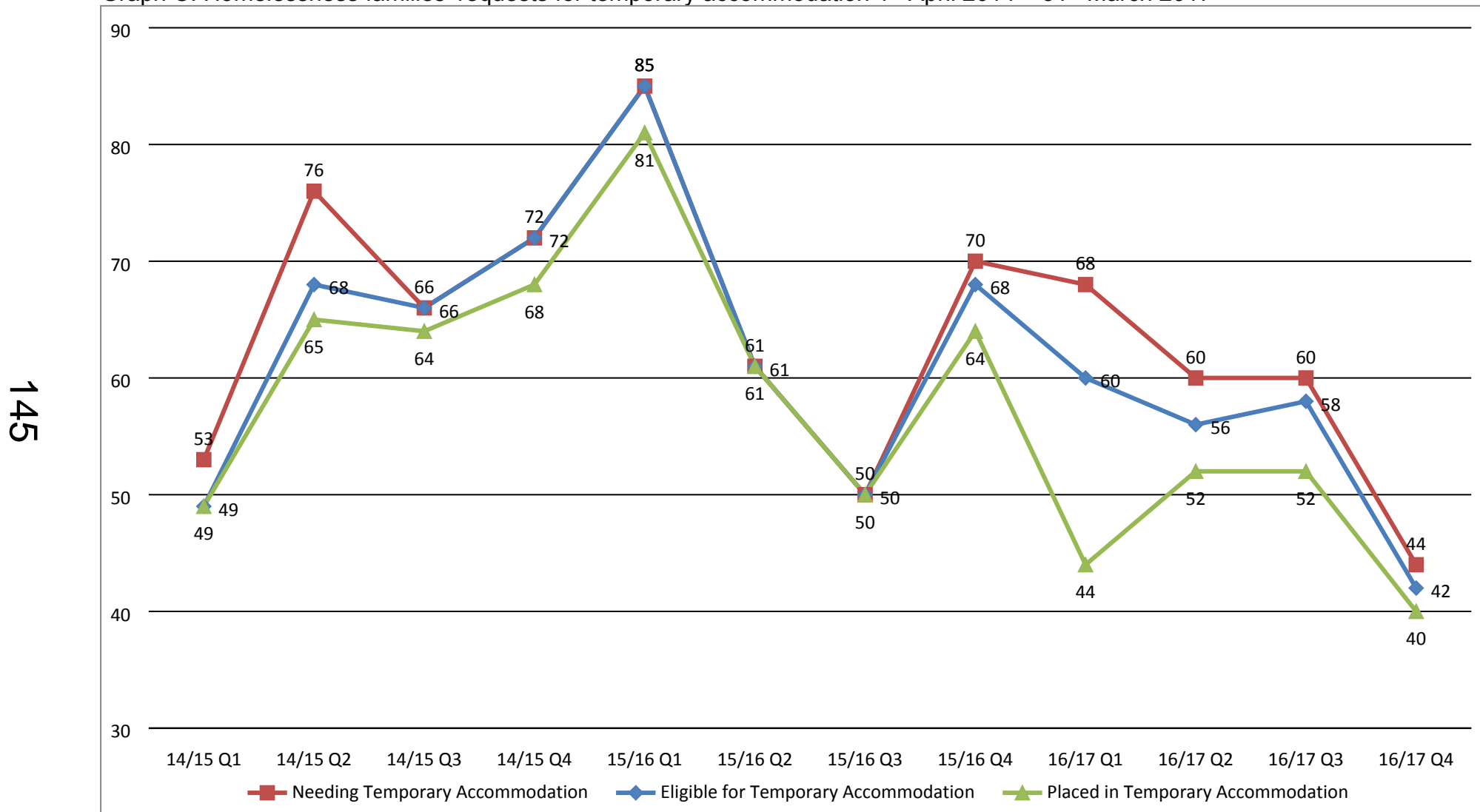
[11] Single Access and Referral Team data

3.50   *Other services*

Leicester City Council's Family Support Service provides support to families in Border House to prevent homelessness reoccurring. Since the last homelessness strategy, family support services have also been available to vulnerable families in the wider community. The Family Support Service provides specialist support and its workers are trained in child development and safeguarding. This service also includes the Corner Club which provides sessional crèches and a homework club.

Action Homeless run a project called Building Blocks for children between the ages of 0-4 years who are affected by homelessness. It offers group and family play sessions and runs a toy library. This project is funded by a BBC Children in Need grant of £73,891 over 2 years.

3.51   *Housing Division commissioned floating support services*

Generic floating support services are available (as described in services for singles).

Commissioned service performance

3.52   Over 3 years the commissioned families' accommodation has received the following number of referrals:

LCC - Families	2014/15		2015/16		2016/17[12]	
	Number	%	Number	%	Number	%
Acceptances	209	91%	208	95%	189	94%
Provider refused	6	3%	5	2%	2	1%
Service user refused	15	7%	6	3%	10	5%
Total	**230**		**219**		**201**	

3.53   During 2014/15 & 2015/16 Border House has been over 90% occupied. There was some refurbishment work undertaken in early 2016/17 that reduced occupation, however since quarter 2 the number of beds not being used has been rising. In quarter 1 beds not used was 5% of the total available, in quarter 2 & 3 this was 18% and in quarter 4 this was 21%.

3.54   Following the last strategy the aim was to reduce the time people spent in temporary accommodation – aiming for a maximum stay of 4 months. Looking at a snapshot on the first day of each quarter the length of stay of families in temporary accommodation has been relatively consistent over the last 3 years. Of all leavers in 2016/17 the average length of stay was 50 days and 89% of customers stayed up to 4 months. This is the shortest average length of stay of any type of accommodation. The number of evictions as a percentage of ceased stays has varied from 9 to 2% but has been reducing year on year.

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[12] Provisional SAR data for quarters 3 & 4 2016/17

3.55　Commissioned providers are also monitored quarterly on how many people achieve independent living (this measures the number of service users who have moved on from supported accommodation in a planned way). This has remained consistent over a 3-year period between 91-94% of clients and is one of the highest rates of all the accommodation providers.

3.56　Commissioned providers provide data on the support needs of the service users they provide support to. This records the primary support needs of the client and main secondary support needs in 2016/17. Data for Leicester City Council is only available for quarter 1; however, this shows that 100% of clients in family accommodation had a recorded primary need of being homeless with support needs. 84% had no recorded secondary support needs.

3.57　Key points relating to family homelessness:
- Prevention initiatives have worked well so far however numbers seeking support keeps increasing
- Fewer families have needed to go into temporary accommodation
- Reduction in the use of B&B. Currently there are no families in B&B
- Family hostel provision is currently underutilised. Further consideration is required of the number of temporary accommodation units required going forward, also considering predicted future demand
- Risk to sustaining the high level of prevention if numbers presenting to services continue to increase and external factors, such as changes to welfare benefits, which may lead to more family homelessness

Singles & couple's homelessness

Number of homeless singles & couples

3.58　Numbers of homeless singles & couples seeking assistance has been increasing year on year. The numbers of placements in temporary accommodation have remained consistent. The numbers requesting temporary accommodation has reduced indicating that more preventative options are being utilised (see below table and graphs D & E). These numbers are based on unique individuals seen each quarter. If individuals have approached housing options more than once during the quarter the figures show the 'best' placement outcome.

	Seeking assistance from HO	Requesting TA	% seeking assistance then requesting TA	Eligible for TA	Placed in TA	% eligible placed in TA
2014/15	1,189	1,074	90.3%	919	745	81.1%
2015/16	1,658	1,069	64.5%	950	758	79.8%
2016/17	2,327	1,045	44.9%	894	732	81.9%

3.59　The number of unique individuals requesting temporary accommodation over the 3-year period was 2,598. 2,251 were eligible for temporary accommodation of which 1,926 were placed in temporary accommodation.

325 individuals who were eligible for temporary accommodation did not get placed over the 3-year period.

3.60 The below chart shows all presentations rather than unique individuals as above. There were a total of 6,095 presentations to the single access and referral point for temporary accommodation over the 3-year period. This is different from the unique individual data above as where someone has approached the council more than once they will show only once and the outcome will show the 'best' placement outcome for that individual in the quarter. The numbers we have not placed because there was no vacancy has been increasing.

Total presentations to the single access & referral point

	2014/15	2015/16	2016/17
Ineligible requests	244	97	142
Referrals accepted	1221	1140	1175
Not placed due to no vacancy	1747	1773	1888
Provider refused	1857	1866	1984
Service user refused	1979	1983	2133

Chart percentages:
- 2014/15: Ineligible requests 12%, Referrals accepted 49%, Not placed due to no vacancy 27%, Provider refused 6%, Service user refused 6%
- 2015/16: Ineligible requests 5%, Referrals accepted 52%, Not placed due to no vacancy 32%, Provider refused 5%, Service user refused 6%
- 2016/17: Ineligible requests 7%, Referrals accepted 48%, Not placed due to no vacancy 33%, Provider refused 5%, Service user refused 7%

3.61 Bed & breakfast accommodation is only used when there is a statutory duty case and there is no other temporary accommodation available. The use for singles has reduced and the average length of stay has been reduced.

Bed and breakfast usage for singles & couples

	Number of singles accommodated (number of occasions)	Average length of stay
2014/15	50 (64)	10.1
2015/16	50 (59)	5.5
2016/17	10 (11)	2.9

Graph D: The number of singles & couples who came to housing options saying they faced homelessness

Values for Total Singles/Couples Seeking Assistance (red): 216, 271, 363, 339, 356, 373, 431, 498, 463, 579, 617, 668

Values for Prevention (blue): 141, 193, 315, 293, 309, 316, 389, 434, 434, 543, 569, 630

X-axis: Q1 14/15, Q2 14/15, Q3 14/15, Q4 14/15, Q1 15/16, Q2 15/16, Q3 15/16, Q4 15/16, Q1 16/17, Q2 16/17, Q3 16/17, Q4 16/17
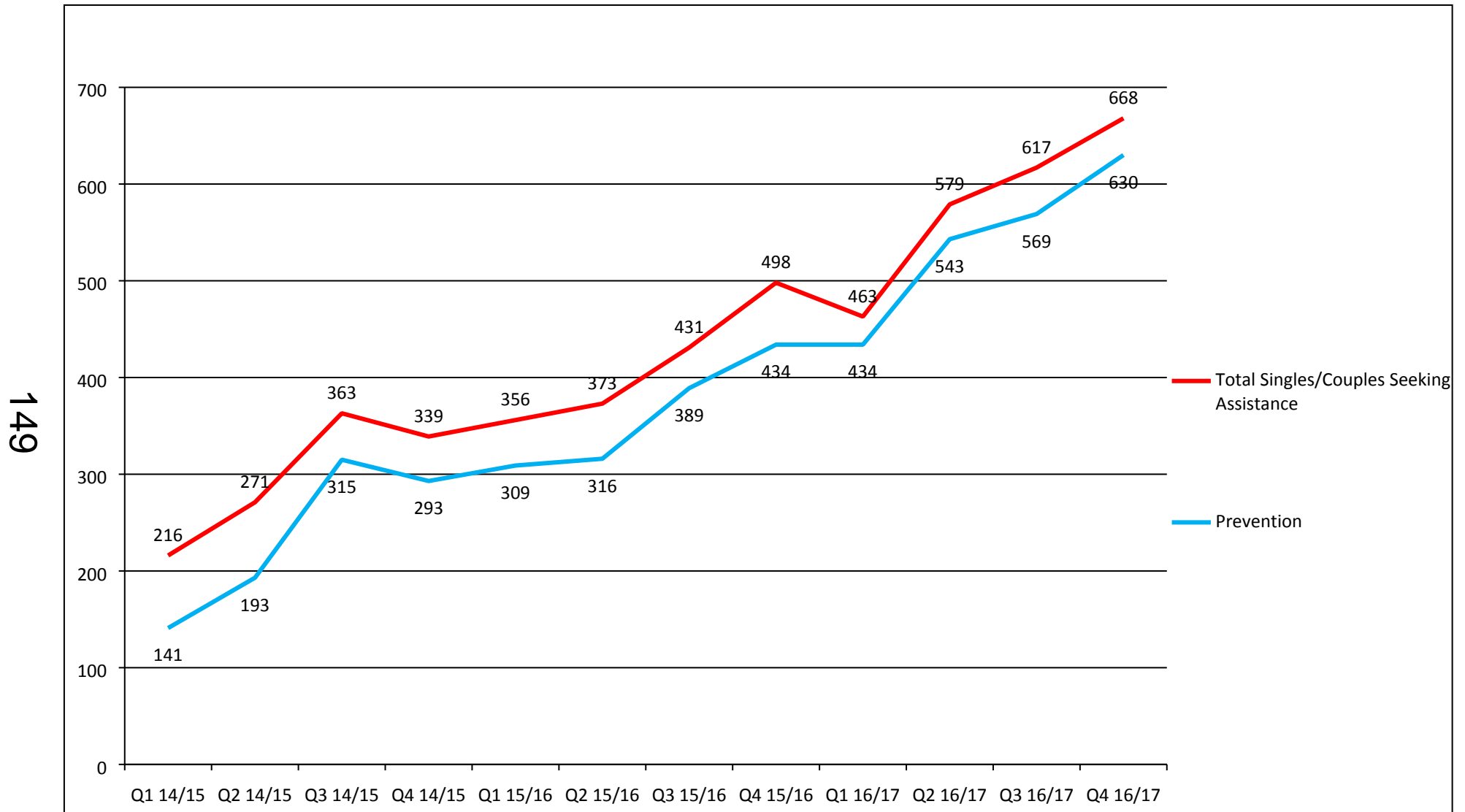
Graph E: Homeless singles & couples: Unique quarterly individual requests for temporary accommodation over the period 1st April 2014 – 31st March 2017[13]

Legend:
- Single people asking for temporary accommodation
- Of which met eligibility criteria
- Those meeting Category J criteria (rough sleeping or risk of rough sleeping)
- All Placed
- Category J placed

Number who rough slept after asking for temporary accommodation which we did not supply:
- Because met the threshold but no vacancy: 12
- Because met threshold but client/hostel refused TA offered: 4
- Because did not meet threshold: 7

Single people asking for temporary accommodation values: 232, 293, 276, 273, 285, 250, 262, 272, 234, 265, 247, 299

Of which met eligibility criteria: 190, 235, 250, 244, 244, 224, 240, 242, 194, 215, 217, 268

All Placed: 172, 205, 184, 184, 208, 191, 188, 171, 142, 201, 192, 197

Those meeting Category J criteria: 60, 77, 93, 86, 70, 38, 98, 109, 88, 68, 88, 116

Category J placed: 50, 62, 56, 61, 54, 28, 72, 70, 63, 66, 79, 85

Bottom values: 3, 0, 3, 1, 1, 0, 0, 1, 1, 1, 1, 1, 0, 0, 0, 0, 2, 0, 0, 1, 1, 2, 1
2, 0, 1, 2, 2, 0, 1, 1, 2, 2, 2, 2, 0, 1, 2

X-axis: Q1 14/15, Q2 14/15, Q3 14/15, Q4 14/15, Q1 15/16, Q2 15/16, Q3 15/16, Q4 15/16, Q1 16/17, Q2 16/17, Q3 16/17, Q4 16/27

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[13] Single Access and Referral team data. This shows the 'best' placement outcome for each individual in a quarter

Complex cases

3.62 Based on client records of those receiving commissioned homelessness services during 2016/17[14] the main recorded support needs of clients (other than housing related with support needs) were:
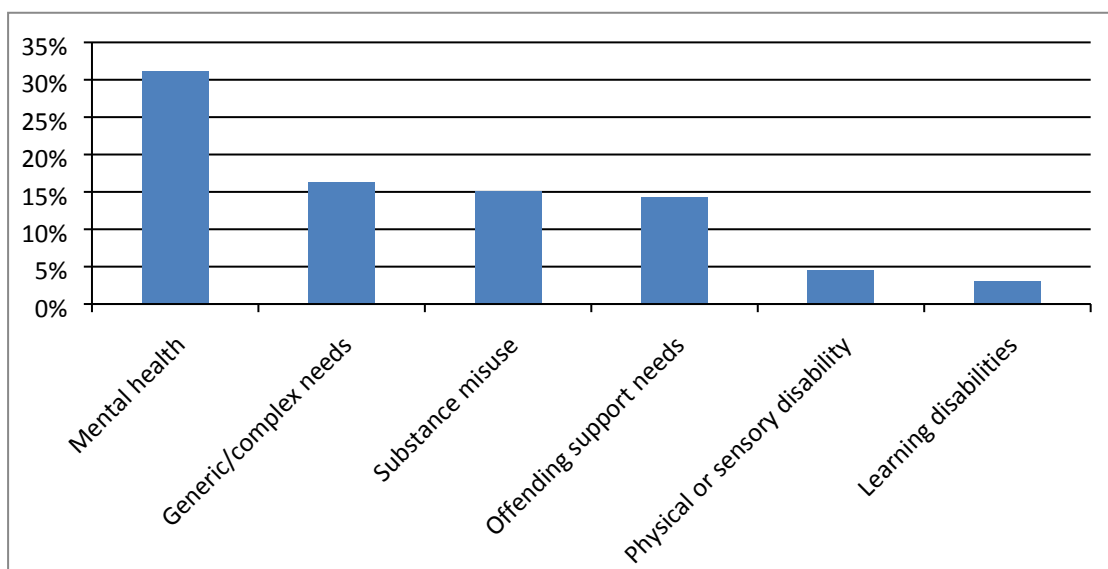
Over 30% of clients have mental health support needs and over 15% have many/complex needs.

3.63 To help with complex cases the council and its partners hold multi-disciplinary team (MDT) meetings to discuss complex cases and identify solutions to resolving any outstanding issues.

3.64 Also the council's homelessness services have been working with other council services to identify individuals facing multiple problems that have had contact with many services and have multiple needs. 10 individuals who had the most contact with council services have been identified and currently work is underway to capture more information about these individual so individual support plans can been developed. This initiative will be reviewed to ensure wider lessons are learnt and any positive practice can be adopted.

3.65 Homelessness is not just a housing issue, but often involves a variety of other complex and overlapping factors. Clients often have a variety of needs and improving outcomes for homeless people requires services to work together to address these. Multi-agency work takes place between housing services, health services, mental health services, adult social care, children's' services the police, criminal justice services and employment services to support vulnerable clients.

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[14] LCC Contracts & Assurance client record returns 2016/17 primary and secondary support needs . Only Q1 info available for LCC services

<u>Repeat homelessness</u>

3.66 1,926 unique individuals were placed in temporary accommodation over a three-year period (2014/15 to 2016/17) out of which 900 had previously been in temporary accommodation more than once within the last 3 years (47%). 110 unique individuals had been in temporary accommodation 4 or more time in the last 3 years.

3.67 Prior to adopting the new homelessness strategy in 2013 it was identified that 37% of single people who came into council hostels had experienced at least two previous stays in hostel accommodation. We have monitored unique individuals placed in commissioned temporary accommodation and the percentage of those that were previously in temporary accommodation within the last two years. During 2014/15 this was 36% (222/621), 2015/16 this was 32% (226/698) and in 2016/17 43% (272/638). This may have increased as our records become more complete (as previously we only had a record of whether individuals had been in council temporary accommodation).

3.68 The council monitors multiple repeat homeless through its repeat homeless list. This approach was developed in November 2012. Individuals are included on this list when an individual meets one of the following criteria:
  • Returner or stock rough sleeper
  • Have had four or more admissions into commissioned homelessness services in the last two years
  • Singles and couples who have been in commissioned homelessness services for 12 months

3.69 The Revolving Door team endeavours to provide support to individuals on this list. As of September 2015, the capacity of the Revolving Door team was increased allowing them to work with more cases.

	New cases	Closed cases	Total number on list at end of year
2012/13			118
2013/14	53	102	69
2014/15	56	73	52
2015/16	51	81	38
2016/17	145	93	28
Total	**305**	**349**	

3.70 In 57% of all repeat homeless list closed cases positive move-on has been achieved. This means a successful housing solution has been found. These include; independent tenancies, residential care or residential rehabilitation, adult social care supported living, long-term supported housing, returned to family / partner or reconnected.

3.71 The percentage of clients who are eligible for temporary accommodation who have been in temporary accommodation 4 or more times in the last 2 years is slowly reducing. This shows that the repeat homeless list approach, with

36

support available from the Revolving Door team, is reducing the amount of individuals with 4 or more re-admissions to temporary accommodation.

	2014/15	2014/15 to 2015/16	2014/15 to 2016/17
% of all unique individuals, eligible for TA who been in TA 4 or more times in last 2 years	7%	6%	5%
Increase in number of unique individuals from previous year	48	40	22

3.72   Although progress has been made with reducing individuals with a high number of admissions re-entering homelessness services there are still significant challenges in further reducing all repeat homelessness.

Services for singles & couples

3.73   There are generic services available for singles as well as specialist accommodation for young people and offenders. These services are detailed below.

3.74   *Housing Division commissioned accommodation based housing related support for singles*

The last strategy proposed to commission a total of 177 units of accommodation for singles. Action Homeless were commissioned to provide 45 units of accommodation for singles and Leicester City Council were to provide a further 44 units via the Dawn Centre and 90 units of supported and shared housing. Following the interim service and spending review in 2016, in the light of the proposed changes to supported housing funding, 60 units of LCC supported and shared housing were re-provisioned as general needs housing. Other LCC units of supported / shared housing for homeless singles are to be re-provisioned as supported living for those with Adult Social Care needs. Generally, Leicester City Council supported and shared housing was used for singles requiring low-medium support after a period in the Dawn Centre. The pathway will now be to offer independent accommodation with floating support services, where this is required. This change will have been completed by 30th June 2017.

3.75   *Other accommodation services (non-commissioned)*

Nottingham Community Housing Association's Heathfield House provides 24 fully furnished one bedroom flats for homeless adults aged 25+ who have low to medium support needs and can live independently.

Community of Grace Hunters Lodge has 16 bedrooms with shared bathrooms and offer long term support to men who have been homeless or socially isolated. This accommodation is open to people from the UK, EU and non-EU nationals and failed asylum seekers and refugees.

Home Group's (Stonham) Leicester Housing Management Service provides an accommodation based service that caters for the needs of individuals at risk of homelessness, who are homeless or in emergency need of accommodation. They provide single occupancy rooms in a two-bedroomed terrace house, a three-bedroomed house and a seven-bedroom shared property.

Action Homeless's Accommodation Assist has 36 units of accommodation providing a range of temporary accommodation solutions. This consists of shared houses, bedsits, and one and two bedroomed flats across the city. Action Homeless also runs a project 'Action on Empty Homes' where they have renovated a number of empty properties which are offered as longer term housing solutions to people leaving homelessness services. These properties are known as Accommodation Plus and there are currently 55 units of this accommodation.

One Roof Leicester have provided bed & breakfast accommodation on occasion (since December 2014 they have accommodated 72 people totalling 338 nights) and 'compassionate beds' for vulnerable individuals on nil income (since April 2015 they have accommodated 20 people totalling 1,957 nights).

3.76 *Housing Division commissioned floating support services*

The last strategy proposed to commission an additional 353 units of generic floating support however 259 units of floating support were utilised. Leicester City Council's floating support services provided:
- Revolving Door – 60 units
- Private Sector STAR – 60 units
- Council tenant STAR – average 35 new cases a month

P3 were commissioned to provide a total of 188 units of floating support. As this was a proposed increase in service, initially 94 units were brought into use to ensure there was demand for services before 'calling-off' any further units.

Generic floating support is support that is available for singles, couples, young people and families where there is a risk of homelessness or the customer has just been re-housed after a period of homelessness.

The Revolving Door team was established to work with all individuals who have been in hostels four or more times in the last two years; in September 2015, this was changed to two or more time in the last two years, or individuals who repeatedly sleep rough as well as those people who have been in temporary accommodation for more than 12 months are assessed by the Revolving Door team. The Revolving Door team will then actively work with cases where it is assessed that they can 'add value'.

During 2015 the Private Sector STAR service was incorporated into the Revolving Door team to provide additional support to tackle repeat homelessness and private sector cases were then referred to P3 who had

capacity to take on additional cases. The Revolving Door team now provides 132 units of floating support.

Commissioned service performance

3.77 Over 3 years the commissioned generic singles accommodation has received the following number of referrals:

LCC - Singles	2014/15		2015/16		2016/17[15]	
	Number	%	Number	%	Number	%
Acceptances	339	83%	370	85%	402	81%
Provider refused	24	6%	23	5%	25	5%
Service user refused	45	11%	40	9%	67	14%
Total	408		433		494	

Action Homeless	2014/15		2015/16		2016/17[15]	
	Number	%	Number	%	Number	%
Acceptances	198	75%	209	82%	193	72%
Provider refused	45	17%	21	8%	33	12%
Service user refused	21	8%	26	10%	41	15%
Total	264		256		267	

3.78 Over the past 3-years generic accommodation for singles has been at an average of 97% occupancy. There have been some nights when there have been no beds available in the generic singles accommodation, although there have been other nights when there have been more than 5 beds available. The increase in 'beds not used' in council temporary accommodation in the last quarter is because of the staged closure of LCC supported & shared housing as agreed in the interim spending review decision.

3.79 The aim was that individuals would stay in temporary accommodation for a maximum of 4 months. More single people stay in temporary accommodation for a longer period than families and in a significant number of cases longer than 4 months. Of all leavers in 2016/17 the average length of stay in Action Homeless accommodation was 95 days, of which 67% stayed for up to 4 months. In LCC accommodation for singles the average length of stay was 111 days, of which 63% stayed for up to 4 months. The longer length of stay reflects the complex needs of many individuals in temporary accommodation services and difficulties with pathways into settled accommodation.

Leicester City Council data also includes supported & shared accommodation which from June 2017 will no longer be used for homeless people. Evictions as a percentage of ceased stays (quarterly) have been decreasing in both providers over the 3-year period. The quarterly average was 15% in LCC accommodation and 22% in Action Homeless accommodation.

3.80 Commissioned providers are also monitored on how many people achieve independent living (this measures the number of service users who have moved on from supported accommodation in a planned way). This is

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[15] Provisional SAR data for quarters 3 & 4 2016/17

measured quarterly and varies over the 3-year period. In Action Homeless Accommodation this has varied between 50-68% and in Leicester City Council Accommodation between 58-74%. This is well below the levels in family accommodation and again reflects the complex needs of many single homeless people. All accommodation providers are required to develop and agree a support plan, including plans for moving-on into settled accommodation with the customer within 7 days of entry into temporary accommodation.

3.81 Commissioned providers provide data on the support needs of the service users they provide support to. This records the primary support needs of the client and main secondary support needs in 2016/17. Data for Leicester City Council is only available for quarter 1. This shows that 97% of clients in LCC singles accommodation had a recorded primary need of being homeless with support needs. 15% had no recorded secondary support needs and 16% had a secondary support need of 'rough sleeper'.

The client needs data for Action Homeless singles shows much more varied recorded primary support needs. With a total of 27% showing a housing related support need (26% 'rough sleeper & 1% single homeless with support needs). 15% had a housing-related secondary support need and 15% had no recorded secondary support need. This would indicate a difference on how this data is recorded between the two providers.

3.82 **Key points relating to singles and couple's homelessness:**
   • Increasing numbers of singles and couples seeking assistance
   • Increased preventions likely to be further strengthened by the implementation of Homelessness Reduction Act
   • Repeat homelessness has been reducing however a significant number of individuals have repeat admissions. We need to strengthen services to improve sustained outcomes and reduce abandonment / disengagement. For example; by ensuring support plans follow individuals through breaks in service
   • Preventing homelessness is not just about housing. Many homeless people have complex needs which require a multi-disciplinary approach. We will continue to work with others and seek to forge strong working relationships with a range of services / organisations including physical and mental health services, social care services, criminal justice organisations, employment and advice services.

Floating support services

3.83 As newly commissioned floating support services, NACRO & P3, took a time to get up to full utilisation. All floating support services apart from P3 in the second and third year of the contract have been at or over their specified capacity. The aim was for there to be transition of support between temporary accommodation and floating support however these have not always been made or done in a timely fashion. This has led to, on some occasions, delays in referrals. Meaning that when the floating support service receives the referral and they make contact with the individual, the individual feels they no

longer require support. There have also been limited referrals from housing options to floating support services to provide support to those at risk of homelessness.

Floating support services utilisation (placement days provided as % of capacity) average per year

	2014/15	2015/16	2016/17
Private Sector STAR	108	N/A	N/A
Revolving Door	93	100	101
NACRO (specialist offender support)	91	103	104
P3	58	79	83

3.84   The aim of floating support services is to provide short-term support to enable people to establish and maintain independent living. All service providers achieved this in at least an average of 90% of cases.

	2014/15	2015/16	2016/17
Private Sector STAR	99	N/A	N/A
Revolving Door	98	95	97
NACRO (specialist offender support)	100	100	100
P3	95	90	94

3.85   When commissioned it was expected the average length of support would be no more than 6 months. This is not the case for the Revolving Door team who will provide longer-term support to entrenched homeless / very complex need clients. Based on closed cases during 2016/17 the average length of support was 525 days for the Revolving Door service (in 12% of cases support lasted up to 6 months), 190 days for NACRO (in 46% of cases support lasted for up to 6 months) and 166 days for P3 (in 58% of cases support lasted for up to 6 months).

3.86   Commissioned providers provide data on the support needs of the service users they provide support to. This records the primary support needs of the client and main secondary support needs in 2016/17. Data for Leicester City Council is only available for quarter 1. This shows that 55% of clients receiving support from the LCC Revolving Door team had a recorded primary need of being homeless with support needs whereas clients receiving support from P3 had a primary need of being homeless with support needs in 25% of cases. NACRO had no client primary or secondary needs recorded as housing related.

3.87   Housing related-support for council tenants is provided by the STAR service whose performance is monitored by the below measures:

	2015/16				2016/17			
Performance measure	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total number of vulnerable tenants supported to maintain their tenancy	567	597	576	562	520	557	579	612
Number of tenants from temporary accommodation supported to sustain their tenancy	60	91	93	81	88	73	66	82

3.88 **Key points relating to floating support services:**
- Floating support services are effective to help individuals sustain their tenancies they are of key importance at the point of transition from temporary accommodation to settled accommodation. We need to improve processes to ensure support is available in a timely fashion when individuals are moving-on from temporary accommodation
- There could be a targeted use of floating support services to provide more intensive support to individuals approaching housing options to prevent homelessness
- Floating support services were commissioned to provide support, on average for no more than 6 months, in a significant amount of cases the length of support provided is longer than 6 months
- The revolving door service was developed in response to the issue of repeat homelessness. Repeat homelessness remains a key issue and ensuring holistic support is available to prevent homelessness from reoccurring is essential
- We need to review the eligibility criteria for floating support services to ensure they are available for those who most require them, and at a time that these services are needed

Young People

3.89 Local authorities (housing and children's services) have statutory duties to provide support, including support with housing, to some groups of young people including young people aged 16 to 17, care leavers aged 18 to 20 (or until 24 for care leavers studying full time), and people considered vulnerable because they've been in care, the armed forces or prison, or because they've experienced violence, or the threat of violence. The number of children in care has been increasing (April 2016; 627 – March 2017; 659). The number of children in care living independently (and therefore more likely to require help with housing) has also increased (April 2016; 16 – March 2017; 31).

3.90 An Ofsted inspection of Leicester City Council's Children's Services in 2015 highlighted the need for children's services and housing to work in partnership to manage the needs of homeless 16/17 year olds and to ensure that joint assessments are completed to ensure a holistic assessment; this is underpinned by case law from the Southwark judgement.

3.91 Housing services have a joint working protocol with children's services. Arrangements include a single point of contact for any urgent cases that may

arise and joint assessments for all homeless 16/17 year olds. In 2014/15 there were 52 joint assessments, in 2015/16 there were 60 and in 2016/17 there were 53. Our allocations policy also recognises the need for the prioritisation of cases to primarily safeguard and protect the needs of the most vulnerable children. In band 1 for example there are two categories, one specifically for the needs of those leaving care and one for referred case (from Director to Director) that need very urgent consideration. In 2014 19 individuals received band 1 priority because they were leaving care, in 2015 this was 38 and in 2016 this was 41. Children's services make referrals to the single access and referral point for temporary accommodation; they also spot purchase other accommodation in the city.

3.92   During 2015/16 there were 422 customers aged 16-24 who came to housing options because they were homeless or at risk of homeless in 2016/17 there were 403.

3.93   Of 2,598 unique individuals (singles & couples) requesting temporary accommodation from housing options between 2014/15 and 2016/17, 818 individuals were aged 16-24 (31%). 98 individuals were considered eligible for temporary accommodation because they were 'children leaving care' and 202 16-24 year olds were considered eligible for temporary accommodation because they were a 'vulnerable adult'. Of current commissioned homeless temporary accommodation for singles & couples (194 units) 44% are designated for young people (85 units).

3.94   Singles private renters under the age of 35 are usually only entitled to housing benefit at shared accommodation rates. These rates will apply to social rented tenants (who signed their tenancy after April 2016) from April 2019. This has a large impact on young people. As at 3rd April 2017 there were 1,517 single people aged under 35 on the housing register. There is limited shared housing availability and as a landlord Leicester City Council does not have any general needs shared accommodation.

3.95   From 1st April 2017 it is planned that 18 to 21 year olds will no longer be entitled to the housing cost element of universal credit, unless they can prove they meet an exemption. Exemptions are included for victims of domestic violence, care leavers and young parents. It also includes those whom "in the opinion of the Secretary of State it is inappropriate…to live with each of their parents." We also believe it is the government's intention to exempt move-on from homeless temporary accommodation therefore we do not think this will have significant effect on the young people seeking assistance from housing options, but we will have to await the governments guidance document for clarity on what this includes and how these exemptions will be administered. This change will affect claimants on universal credit full service. In Leicester, full service is planned to go live in March 2018. Therefore, in Leicester there would be an effect on 18-21 years making new claims from March 2018. Existing claimants will not be affected until there is a break in their claim.

3.96 *Housing Division commissioned accommodation based housing related support*

The last strategy proposed to commission a total of 85 units of accommodation for young people and 10 units of accommodation for teenage parents. The total number of units commissioned considered the assessed need of children's services for this type of accommodation based support, at the time of commissioning. Leicester YMCA were commissioned to provide the units of accommodation for young people and East Midlands Housing Association (The GAP project) were commissioned to provide the units of accommodation for teenage parents. Following a further review in June 2015 the units of accommodation for teenage parents were decommissioned.

3.97 *Other accommodation services (non-commissioned)*

HITS Home Trust provides 15 self-contained flats that are fully furnished for young people aged between 16 and 25.

Park Lodge Project provides 31 units of supported accommodation for young people aged 16-25. There are 11 rooms for young people who require high levels of support and 12 rooms in four 'outer houses' as a first stage move on properties. There are also 8 self-contained flats that support young care leavers who require support before moving on to independent living.

Leicester YMCA also accepts direct referrals to their shared houses for young people who have low support needs who are in education, employment or training. They have 23 units of accommodation that are not commissioned.

3.98 *Other services*

Ambition East Midlands is a partnership between P3, YMCA Derbyshire and The Y, who are leading on the project in Leicester and Leicestershire. It is an innovative 'housing first' support project focussing on homeless young adults who are unable to access existing services and are not in education, employment or training.

Launched in January 2015 and planned to run until the end of 2017, this three-year project ensures vulnerable 18-24 year olds have a secure home from which to build their aspirations for employment and learning. Each young adult referred to Ambition has a dedicated link worker who will provide intensive, personalised support that begins by helping them find a stable place to live. They are then supported to sustain their tenancy and develop the skills and confidence to enter employment, education, training or volunteering. They also get help with wider life issues such as budgeting, health, offending, drug and alcohol addiction or relationships.

In the first-year the service housed 81 young people. Forty of these have sustained accommodation for three months to date, and nineteen have

sustained their accommodation for six months to date. Thirteen young people are now in education, eight are in employment and six and doing voluntary work. The service is also working with Business in The Community to provide six weeks' worth of employment training, which includes work placements and mentoring.

Commissioned service performance

3.99   Over 3 years the commissioned young person's accommodation has received the following number of referrals:

	2014/15		2015/16		2016/17[16]	
	Number	%	Number	%	Number	%
Acceptances	172	74%	175	78%	174	78%
Provider refused	35	15%	27	12%	24	11%
Service user refused	25	11%	21	9%	25	11%
Total	**232**		**223**		**223**	

3.100   YMCA is currently the sole provider of commissioned young person's accommodation. On occasions this can cause issues with placements, for example because of dynamics between individuals, or if individual has been excluded as there is no other service provider. Where possible, the YMCA will look to resolve individual issues e.g. by placing individuals at different sites they have available, however this can be difficult depending on their support needs.

3.101   In the first 2 years of this service occupancy rates have been at 95% however in 2016/17 occupancy rates reduced to 90% and both the beds out of service and beds not used rates rose.

3.102   When commissioning services for younger people it was recognised this group often requires a longer stay in temporary accommodation. For example, because of the difficulties in securing independent accommodation for 16/17 year olds. In around half of cases young people are staying in temporary accommodation for more than 4 months. Of all leavers in 2016/17 the average length of stay in YMCA accommodation was 168 days, of which 51% stayed for up to 4 months, 87% of cases stayed up to a year and 13% of cases stayed over a year. The percentage of evictions against ceased stays has varied from a low of 8% in 2105/16 to a high of 13% in 2016/17. Eviction rates are lower compared with generic singles accommodation.

3.103   Commissioned providers are also monitored on how many people achieve independent living (this measures the number of service users who have moved on from supported accommodation in a planned way). On a quarterly basis, this has varied over the 3 years between 66% and 89%. Again, this is higher when compared with the generic single accommodation.

3.104   Commissioned providers provide data on the support needs of the service users they provide support to. This records the primary support needs of the

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[16] Provisional SAR data for quarters 3 & 4 2016/17

client and main secondary support needs in 2016/17. This shows that 89% of clients in young person's accommodation had a recorded primary need of being homeless with support needs. 13% had no recorded secondary support needs. The top three recorded secondary support needs were; mental health (24%), young people at risk (17%) and no secondary support need (13%).

3.105 **Key points relating to homeless young people:**
- Welfare changes affecting younger people has, and will continue to limit the affordable housing options available
- Preventing homelessness, and if young people become homeless preventing this from reoccurring helps break the cycle of repeat homelessness
- There are opportunities to further develop joint commissioning arrangements between housing and children's services
- The average length of stay in young person's accommodation is generally longer than other accommodation providers. This reflects the needs of this client group

Offenders / ex-offenders

3.106 The council has statutory duties for re-housing ex-prisoners that are 'vulnerable' as a result of serving a custodial sentence or being on remand. The local probation service, community rehabilitation company and the housing division also work under a duty to cooperate to ensure those that may be homeless and at risk of reoffending can access homeless services with the aim of reducing reoffending. This is supported by a protocol. This includes working with the Multi Agency Public Protection Agency (MAPPA) which ensures cases that are deemed as high risk in relation to public protection are managed appropriately and accommodation needs are prioritised where required.

3.107 From June 2014 responsibility for delivery of probation services moved from probation trusts to community rehabilitation companies (CRCs) and the national probation service (NPS). CRCs are responsible for managing offenders who pose a low or medium risk of serious harm and the NPS is responsible for managing offenders who pose a high risk of serious harm and those who have committed the most serious offences. There needs to be a review of current pathways, including referral and placement arrangements for specialist housing related support for offenders to ensure we prioritise higher need clients.

3.108 We also need to review homelessness prevention for offenders including people on remand. The Homelessness Reduction Act will introduce a new duty on public services, including criminal justice system services, to notify local authorities if they come into contact with people who are homeless or at risk of becoming homeless.

3.109 *Housing Division commissioned accommodation based housing related support*

The last strategy proposed to commission a total of 30 units of temporary accommodation. Following the interim service and spending review in 2016 it was proposed to reduce the commissioned units to a total of 20 units. This reduction was effective from April 2017. Adullum Homes Housing Association's Norman House provides 10 units and another 10 units are provided at Home Group's (Stonham) Bradgate House. All these units are to provide medium-high support, previously there was a mix of medium-high support and low support.

3.110 *Other accommodation services (non-commissioned)*

NACRO Homes Agency have 51 units of accommodation (a mix of single units and shared houses) in Leicester and many clients supported have had an offending history or at risk of offending.

3.111 *Housing Division commissioned floating support services*

The last strategy proposed to commission 42 units of specialist floating support. NACRO were commissioned to provide this floating support service. Following the interim service and spending review in 2016 this contract was ceased from March 2017 and from this point all floating support was provided by the 'generic' floating support providers.

Commissioned service performance

3.112 Over 3 years the commissioned offender accommodation has received the following number of referrals:

Norman House	2014/15		2015/16		2016/17[17]	
	Number	%	Number	%	Number	%
Acceptances	22	92%	33	75%	22	85%
Provider refused	0	0%	4	9%	4	15%
Service user refused	2	8%	7	16%	0	0%
Total	**24**		**44**		**26**	

Bradgate House	2014/15		2015/16		2016/17[18]	
	Number	%	Number	%	Number	%
Acceptances	19	86%	29	73%	31	84%
Provider refused	0	0%	4	10%	4	11%
Service user refused	3	14%	7	18%	2	5%
Total	**22**		**40**		**37**	

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[17] Provisional SAR data for quarters 3 & 4 2016/17
[18] Provisional SAR data for quarters 3 & 4 2016/17

Beacon Hill House	2014/15		2015/16		2016/17[18]	
	Number	%	Number	%	Number	%
Acceptances	18	62%	19	50%	22	73%
Provider refused	0	0%	9	24%	4	13%
Service user refused	11	38%	10	26%	4	13%
Total	**29**		**38**		**30**	

3.113 Generally the temporary accommodation for offenders is full or very close to fully occupied. The accommodation providers have worked closely with the Probation Service & the CRC to ensure vacancies are managed.

3.114 When temporary accommodation services for offenders / ex-offenders were commissioned the aim for average length of stay was 4 months. The length of stay varies but is longer than in generic accommodation for singles. Of all leavers in 2016/17 the average length of stay in Norman House accommodation was 197 days, of which 33% stayed for up to 4 months. This is the longest average length of stay of all accommodation providers. The average length of stay in Beacon Hill House accommodation was 106 days, of which 63% stayed for up to 4 months and the average length of stay in Bradgate House accommodation was 129 days, of which 53% stayed for up to 4 months.

3.115 Commissioned providers are also monitored quarterly on how many people achieve independent living (this measures the number of service users who have moved on from supported accommodation in a planned way). This type of accommodation has the biggest variation in the number of planned moves (from 20% to 100% across providers from quarter to quarter) The average, over 3 years, of how many people achieved independent living was 53.3% at Norman House, 71.8% at Bradgate House & 82.3% at Beacon Hill House. This is probably because of the small number of people accommodated and the client group who may be recalled to prison.

3.116 Commissioned providers provide data on the support needs of the service users they provide support to. This records the primary support needs of the client and main secondary support needs in 2016/17. This shows that 57% of client's accommodation at Norman House had a recorded primary need of being homeless with support needs, clients being accommodation at Bradgate House had a primary need of being homeless with support needs in 19% of cases, whilst Beacon Hill House had 0% of clients with a recorded primary need of being single homeless with support needs. As a recorded secondary need, single homeless with support needs was recorded in 21% of cases at Norman House, 86 % of cases of Beacon Hill House & 39% of cases at Bradgate House.

3.117 **Key points relating to homeless offenders / ex-offenders:**
- Ensuring best use of limited offender provision to prioritise higher need clients (from offending and housing perspectives)
- Work with NPS and CRC to identify appropriate and relevant pathways (including all services available not just commissioned housing accommodation services) for known homeless offenders

- Working with accommodation providers to understand the variation in length of stay and any barriers for move-on
- Working earlier, in line with Homelessness Reduction Act, to prevent homelessness. Consider opportunities for partnership working e.g. working with Leicester prison's 'through the gate' team and a specialist housing prevention officer working with CRC & NPS

Health & wellbeing and homelessness

3.118 Good housing helps people stay healthy, and provides a base from which to sustain a job, contribute to the community, and achieve a decent quality of life. Safe and suitable housing also aids recovery from periods of ill-health, and enables people to better manage their health and care needs[19].

3.119 Homelessness has a detrimental impact on physical and mental health, also ill health can put some households at greater risk of housing need and can be a trigger of homelessness.

3.120 A primary health care needs assessment of homeless people in Leicester was undertaken in June 2016[20] this considered the health and health care requirements for homeless people. This found:
Of clients registered with the specialist general practice provision for homeless people in Leicester are predominantly male aged between 20-59 and 75% of from white / white British ethnic backgrounds.
- Homeless clients have higher levels of co-occurring diseases
- A higher proportion of homeless patients have a long-standing health condition
- Prevalence's of cancer, diabetes, renal and cardiovascular disease are lower, and the prevalence's of mental illness, respiratory disease and epilepsy is higher
- Accident & Emergency attendance rates are higher (approximately 11 times that of that of Leicester City CCG

3.121 During 2016/17 of all clients using housing funded homelessness services 37.3% of clients indicated that they had mental health issues and 34.9% indicated that they have drug and alcohol problems. The table below breaks this down into the different type of homelessness services funded by the council's housing division. Nationally research indicates that 17% of the adult population experience mental ill health at any one time indicating that mental ill health is more prevalent for people experiencing homelessness or at risk of homelessness.

Type of homeless service	% clients recorded as having mental health	% clients recorded as having a substance use

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[19] Preventing homelessness to improve health and wellbeing. Public Health England and Homeless Link. July 2015

[20] Rapid Health Care Needs Assessment of Homeless People in Leicester. June 2016. Leicester City Clinical Commissioning Group & Leicester City Council http://www.leicester.gov.uk/media/181923/homelessness-jspna.pdf

	issue	problem
Accommodation based service	38.1%	44.8%
Floating support service	46.6%	28.9%
Day centre	33.6%	28.6%

3.122 The support and outcomes of support received whilst clients are receiving housing funded homelessness services are recorded. The following table shows the health and wellbeing support needed and whether the client thought this outcome had been achieved:

Short term outcome	Support needed	Outcome achieved
Better managing physical health	35%	83%
Better managing mental health	47%	71%
Better managing substance misuse issues	36%	50%
Better managing self-harm	10%	78%
Avoiding causing harm to others	16%	80%
Minimising harm / risk of harm from others	14%	69%
Developing confidence and ability to have greater choice and / or control and / or involvement	48%	81%

3.123 As part of the end street homelessness campaign (November 2017) 91 surveys were completed by homeless people in the city this included some questions about health. These surveys showed:
- 26% of respondents reported long-term physical health issues
- 19% said that their physical disability would limit the type of housing they could access or would make it difficult to live independently because they would need help
- 55% when feeling sick or unwell would avoid asking for help
- 15% thought it would be difficult to stay housed, or to afford housing because of drinking or drug use
- 28% felt their mental health issue/s would make it hard for them to live independently
- 26% responded that they were not taking medication that they ought to be

Health & wellbeing services

3.124 Health care services for homeless people including primary health care, mental health, drug and alcohol services are commissioned by Public Health, Adult Social Care and clinical commissioning groups. We work in partnership with these services through the Homelessness Reference Group.

3.125 *Hospital Housing Enablement Service*

A housing enablement team (Lightbulb project) works with patients (from the Bradgate Mental Health Unit & University Hospitals Leicester) who are well enough to leave hospital but have no accommodation to return to or their current accommodation is no longer suitable to prevent any delayed transfer of care. The service offers patients an early assessment and offers options to resolve their housing issues and offers support with the transition from hospital to home.

3.126 *Primary care services & substance misuse services*

In Leicester, there is a specialist service to provide primary care for homeless people (primarily rough sleepers and singles in temporary accommodation). The current service is provided by Inclusion Healthcare, while based at Charles Berry House and the Dawn Centre, still retains links with hostels and other providers. This service provides a range of services including:
- Ophthalmic optician
- Access to a midwife
- Practice therapist for common mental health problems
- Health checks
- Specialist support for people with alcohol related difficulties
- Support for patients with substance misuse problems
- Outreach service (with the Outreach team) to encourage take-up of the flu-jab

3.127 *Homeless mental health service*

The Homeless mental health service offers engagement, mental health assessment and referral to mainstream mental health and support services. This service provides a daily 'drop-in' service at the Dawn Centre and offer appointments at other homeless hostels. This service offers:
- Mental health assessment
- Access to mainstream mental health services
- Supportive counselling
- Brief psychological therapies
- Direction to other support services

3.128 *Health visiting homeless families*

A specialist health visitor works with homeless families who monitors and promotes the physical and emotional health of mothers, babies and the general health of their families. They provide advice and support:
- General health
- Nutrition
- Behavioural difficulties
- Child development, including specialist developmental needs
- Postnatal depression and emotional wellbeing
- Domestic violence
- Social issues e.g. housing and finance

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- Child protection

3.129 *Substance misuse recovery hub*

Since 2003 Inclusion Healthcare in partnership with the Probation Trust have operated a 'wet' day centre for street drinkers. This provided housing advice, pre-tenancy support, a weekly GP surgery, IT classes and a general activities programme as well as other practical support. From April 2018, the city council and the Office of the Police and Crime Commissioner for Leicester will fund a 'recovery hub' to provide a service for individuals with long standing and entrenched alcohol-related problems, targeting drinkers identified as 'treatment resistant' who due to lifestyle and complexity find it particularly difficulty to engage with treatment services.

3.130 *Drug and alcohol services*

The council also funds Turning Point to provide drug and alcohol services who provide a range of services and support including:
- Group work sessions
- Recovery worker support
- Counselling
- Relapse prevention
- Peer mentors
- Substitute prescribing
- Mindfulness
- Harm reduction services
- Needle exchange

3.131 *Project LIGHT (Leicester Initiative Good Health Team)*

Project LIGHT is a partnership between the University of Leicester (UoL) and DMU along with the voluntary sector. It is a health and social care project, in which student and staff collaborate with the aim of delivering health promotion & harm reduction sessions to the homeless population of Leicester.

3.1329 **Key points relating to health & wellbeing services:**
- Enhance early advice / homelessness prevention advice within primary care setting and ensure referral links in place
- Nationally recognised and CQC highlighted outstanding care provided by Inclusion Healthcare
- The Lightbulb project seen as a 'best practice' example and cited as an example of integrated health, housing and social care services[21]
- Homelessness is not just a housing issue. We need to strengthen partnership working and forge strong working relationships with a range of services / organisations including physical and mental health services, social care services, criminal justice organisations,

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[21]https://www.housinglin.org.uk/_assets/Resources/Housing/Practice_examples/Housing_LIN_case_studies/HLIN_CaseStudy_135_Lightbulb_Project.pdf

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employment and advice services to provide wrap-around services as part of the homeless pathway

Other homelessness services in Leicester

3.133 There are a range of other services for homeless people including day centres, befriending, employment services and places to eat.

Grant funded services

3.134 *Day centres (The Y Support Service and Centre Project)*

The Y Support service which is based within the Dawn Centre is grant funded to see up to 60 clients a day on a drop-in basis. For those people identified as needing support, but not receiving this from other agencies, the service will produce personal develop plans with them. During 2015/16 the Y Support service worked with 67 people to develop such plans of which 67 cases resulted in greater independence for the client. They provide support to help maximise income, manage debt and help to establish contact with external groups and services, family and friends on behalf of the service user.

3.135 The Centre Project provides a range of social activities including food & drinks for vulnerable people, also parish nursing, counselling, practical support, computers and sign posting as well as support and advice. It is funded to deliver a day centre facility, providing a low threshold drop-in service which supports resettlement and tenancy sustainment, for hard-to-reach groups who experience loneliness and isolation.

3.136 Commissioned providers provide data on the support needs of the service users they provide support to. This records the primary support needs of the client and main secondary support needs in 2016/17. This shows that 79% of clients receiving support from the Y Support Service had a recorded housing related primary need (65% 'rough sleeper', 13% single homeless, &1% family homeless). The Centre Project records show that 16% of their clients had a housing related primary need (14% 'rough sleeper' and 2% single homeless). 89% of the Centre Projects clients had no recorded secondary needs whereas the Y Support Services clients had 10% of clients recorded with no secondary support needs.

Employment projects

3.137 Leicester City Council previously grant funded Leicestershire Cares to provide a programme of employment support for those with a history or at risk of homelessness. The Council funding for this programme ended in 2016/17. The Council is working with JobCentre Plus to ensure there is effective employment support for homeless people.

3.138 Action Homeless manage a social business Action Trust. This offers cleaning, gardening and property maintenance services in Leicester. All of Action Trusts employees and volunteers have personal experience of homelessness and

receive training and practical support to help them secure ongoing employment.

Befriending project

3.139 In 2016/17 One Roof Leicester was provided with a one-off grant subsidy payment of £15,000 to enable the implementation of a befriending service with the purpose of addressing loneliness and isolation that can affect those who are homeless. As of March 2017, One Roof Leicester had trained 25 volunteer befrienders, of which 10 went on to become befrienders. There has been a total of 16 referrals as part of the befriending scheme.

<u>Other services</u>

3.140 The voluntary and community sector has an important role to play in preventing homelessness and supporting homeless people. These services are often provided by faith groups as free provision based on need.

3.141 NIEBO Project Central and Eastern European Support Service ended 31st March 2017 after their 5-year BIG Lottery funding ended. They provided advocacy, help and support to central and eastern European nationals with accommodation and employment.

3.142 There are a range of groups providing food and drinks; some provide other assistance and a place to meet and chat or creative activities:
- The Bridge, The Salvation Army
- Eat and Meet, St James The Greater Church
- The Full Gospel Mission Pentecostal Church
- Leicester Assistance, The City Retreat
- Midland Langar Seva Society
- New Testament Church of Good
- One Love Project, The City Retreat
- Open Hands Compassion Centre, Trinity Life Church
- Triangle Project, Holy Trinity Church
- Soundcafe, St Martins House

3.143 **Key points relating to other homelessness services:**
- Ensure day services are targeted to support homelessness prevention objectives
- Maximise employment & training opportunities through working with JobCentre Plus
- Homelessness is not just a housing issue. We need to strengthen partnership working and forge strong working relationships with a range of services / organisations including physical and mental health services, social care services, criminal justice organisations, employment and advice services to provide wrap-around services as part of the homeless pathway

4. Looking forward

Consultation

4.1   As part of the review, consultation was carried out with service users and stakeholders between January to May 2017. This included:
- service user questionnaire & meeting with a service user group
- questionnaire for members of the public
- questionnaire for organisations / groups who provide or work in homelessness services
- workshops with the Homeless Reference Group

A summary of feedback gathered is shown below. A full report of consultation findings is available in a separate report. There were 222 responses to the questionnaires, a third were responses from service users (75), around half of responses were from members of the public (119) and rest of the responses were on behalf of organisations working in homelessness services or their staff / volunteers (28).

Questionnaires

4.2   The summary of feedback from the consultation is a short summary of the responses received – it does not summarise all the feedback received. The consultation was open for anyone to respond therefore there were a range of views and some will be more informed about what current services are currently available in the city.

All respondents were asked two questions, one about gaps in services and one about priorities. A very high proportion of all respondents felt there were gaps in current provision for homeless people or those at risk of homelessness. A summary of the responses received are shown below.

Summary of consultation responses (141)

What are the gaps in current services and how might these gaps be addressed?

- Help for people falling outside assistance criteria (e.g. those with recourse to public funds, those without a local connection, those not statutorily homeless i.e. single people)
- Lack of help for vulnerable groups whose needs are not met by general services (e.g. those with complex needs, mental health, substance use issues)
- Need for more affordable rented housing
- Lack of all year-round emergency bed accommodation and hostel spaces
- Addressing rough sleeping
- Need for out of hours / flexible services that meet the needs of homeless people
- Interagency / cross service working
- Identifying those most at risk of homelessness and the full extent of

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> homelessness in the city
> - The need for advocacy and mentoring support
> - Services available throughout the day for homeless people to reduce isolation and boredom
> - Lack of supported housing (move-on accommodation) and support for people to help retain their homes
> - The safety of street homeless people

Summary of consultation responses (197)

What do you think should be the priorities for the next homelessness strategy?

- Addressing rough sleeping
- Support being available to prevent homelessness and to help establish a settled home
- Sufficient emergency, hostel and supported accommodation available
- Homelessness services to be adequately funded
- Addressing rental housing shortages (social and private)
- Joined up working
- Service flexibility (access and service delivery)
- Assessing and reporting accurate levels of homelessness
- Improved access to and provision of advice / information
- Addressing the needs of vulnerable people
- Increased understanding of homelessness & ensuring homeless people are treated with respect and are safe
- Tackling repeat homelessness
- Address begging in the city centre

4.3   Service users were also asked about their views on services they had received and what could have been done better. Four fifths of service users (54) felt they had received the help they needed, at least sometimes, with more than half (35) saying that this had happened 'always / most times'.

Service users views of what could be improved (60):

- People's attitude and perception of homeless people and a perceived lack of care / support

  "I felt judged and labelled"

- Improved support / information available, especially at an early point of contact to prevent homelessness

  "I had to spend 5 weeks living on the street in the freezing cold winter of 2015 before I had a roof over my head again. I have vulnerabilities that were classed as insufficient for requiring emergency housing support for adult social care."

> *" (My) Homelessness declaration should have been dealt with before"*

4.4 People working for homelessness services were asked what they thought were the key successes in tackling homeless in Leicester since 2013 and what they thought the key challenges were now. Some respondents felt that, as since the last strategy there had been a number of closures of accommodation for homelessness people in Leicester they could be no successes. A summary of the responses are shown below.

Summary of consultation responses (28)
Successes
• The commitment of staff
• Increased work around prevention
• Work of charities, Outreach team, Revolving Door, floating support services, Inclusion Health, Action Homeless, One Roof, winter bed provision, Y Support day centre
• Introduction of the Single Access and Referral point
• Collaboration with other services (LCC and other agencies, partner agencies and faith groups). Examples given were – data sharing protocols between partners and the multi-agency / faith work to provide winter beds.
• The No Second Night Out pathway
• Development of Ambition East Midlands
• The management of transition in services following the last review
• Reduction in the use of bed & breakfast accommodation
• Support for Psychologically Informed Environments (PIE) training and reflective practice across services.
• One Roof's directory of services
• Multi-Disciplinary Team meetings
• Strong links between organisations to support homeless health care and provide holistic care. Support for the psychology provision to homeless people helped maintain the service at current levels.

Summary of consultation responses
Challenges
• Addressing current and rising levels of homelessness and rough sleeping
• Shortage in appropriate and accessible affordable rented housing
• Reductions in funding leading to a reduction in homelessness services
• Changes to welfare, the Homelessness Reduction Act and proposed changes to the funding of supported housing
• Helping those that fall outside of the current assistance criteria, such as those who have no recourse to public funds
• Providing temporary accommodation to those who require it
• Having a supply of 'move-on' accommodation to support people before

independent living
• Meeting the increasing needs and numbers of those with complex needs
• Engaging with those who are not in accommodation services
• Addressing repeat homelessness
• Making the Single Access and Referral process easier and to access help from Housing Options
• Addressing needs of women now the only women only accommodation has closed
• Working in partnership with different services / agencies

4.5   Six strategic principles were developed as part of the previous homelessness strategy. We asked organisations and their staff and the general public whether they thought these principles had been supported and their view relating to this principle.

4.6   Principle 1: Anyone at risk of homelessness is given advice and support to prevent this whenever possible. The public generally did not think this had been supported, however it is the principle that the public thought was most supported in comparison to the other principles. There were a range of suggestions on how advice and support should be made available (see below).

Organisations and their staff	Public
Rarely happens, 26% — Most times, 22% — Occassionally, 52%	Yes, 36% — No, 64%
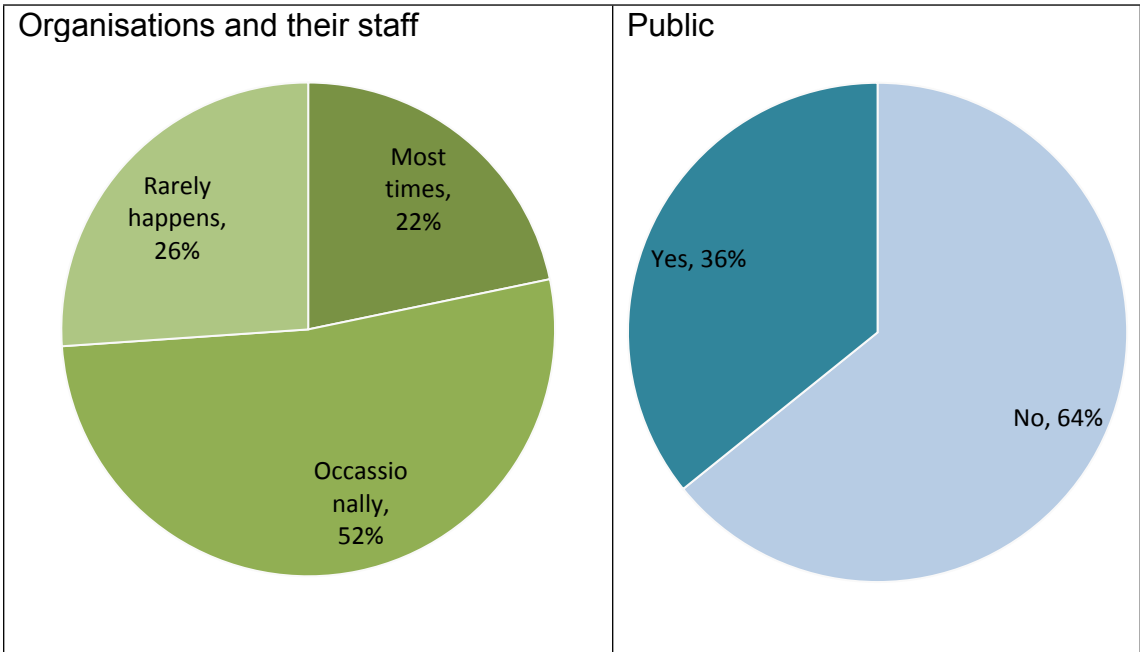
Summary of consultation responses:
- More focus on prevention and interventions before crisis (people in the process of being evicted sent away until they become homeless)
- Raise awareness of homelessness and its implications and make people aware of services
- Increase the number of advice access points
- Improve the quality of advice and advice delivery (e.g. people having to wait until the end of the day to know whether they have been allocated a bed / appointment waiting time should be shorter)

- Better support for non-statutory homeless, those with no local connection or recourse to public funds. Those who are not offered temporary accommodation should receive advice and assistance to find alternative accommodation
- Partnership working – all have a role in providing advice
- Opportunities for self-help advice although some do not have access to IT or have the right IT skills

4.7 Principle 2: When someone is homeless today we aspire to assist them into appropriate accommodation with support. We will ensure that services are tailored to address their needs. The public did not feel that this principle had been supported and felt an increase in rough sleeping evidenced this. Feedback from organisations and the public shown below:

Organisations and their staff	Public
Most times, 33% Rarely happens, 37% Occassionally, 30%	Yes, 18% No, 82%
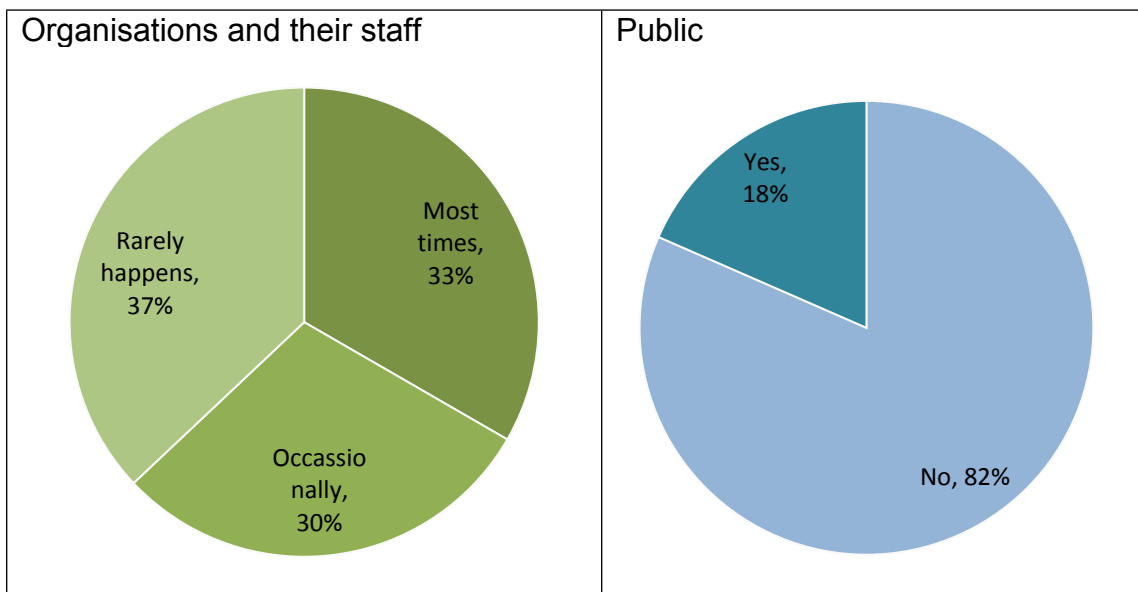
Summary of consultation responses:
- Insufficient availability of bed spaces & supported accommodation for homeless people
- Work with accommodation providers outside the commissioned services and more joined up working between partners / services
- A lack of affordable independent accommodation options
- Individual needs are not met. Those with complex needs need specialist support
- Dawn Centre is not appropriate for everyone
- Support for those that do not meet the council's eligibility criteria and who are not statutorily homeless
- There should be access to accommodation services outside office hours
- There is insufficient funding / resources. The council should not close any more temporary accommodation

4.8   Principle 3: We will implement 'No Second Night Out' to ensure that new rough sleepers will not sleep out for more than one night. Again, the public did not think this principle had been supported and again cited an increase in rough sleeping in the city. However, over a third of homelessness organisations felt this principle had been supported 'most times'. Feedback from organisations and the public shown below:

Organisations and their staff	Public

Summary of consultation responses:
- More temporary accommodation needed
- In order to address rough sleeping, there needs to be accurate information on the scale of the issue
- Assistance needs to be available for all rough sleepers, including those barred from services, those with no local connection, those not meeting eligibility criteria etc.
- Need for a more holistic multi-agency approach to help those with complex needs (substance use / mental health / health / welfare)
- Increase the capacity of the Outreach team
- Work with non-commissioned providers to address the issue of rough sleeping

4.9   Principle 4: Anyone who is homeless will be able to move on into appropriate accommodation. The public felt this principle was the least supported. Responses focused on the wider issue of the lack of affordable housing options. Feedback from organisations and the public shown below:

Organisations and their staff	Public

Summary of consultation responses:
- Welfare reforms impacting on people's ability to obtain and sustain a tenancy
- Increasing demand for supported accommodation / hostels whilst there has been a reduction in units available
- 'Stricter' registered social landlord access / affordability criteria reducing options
- Need for more local authority housing to meet demand and working with the private rented sector
- More move on options for those not in priority need and those who need specialist accommodation (e.g. physically disabled, large families, those with substance issues)
- Differences in housing register banding affecting move-on

4.10 Principle 5: Anyone who is homeless will get access to services for appropriate healthcare needs. Just over a quarter of members of the public who responded thought this principle had been supported which is higher than all other principles other than principle 1. It was the principle organisations thought was 'most times' supported. Feedback from organisations and the public is shown below:

Organisations and their staff	Public
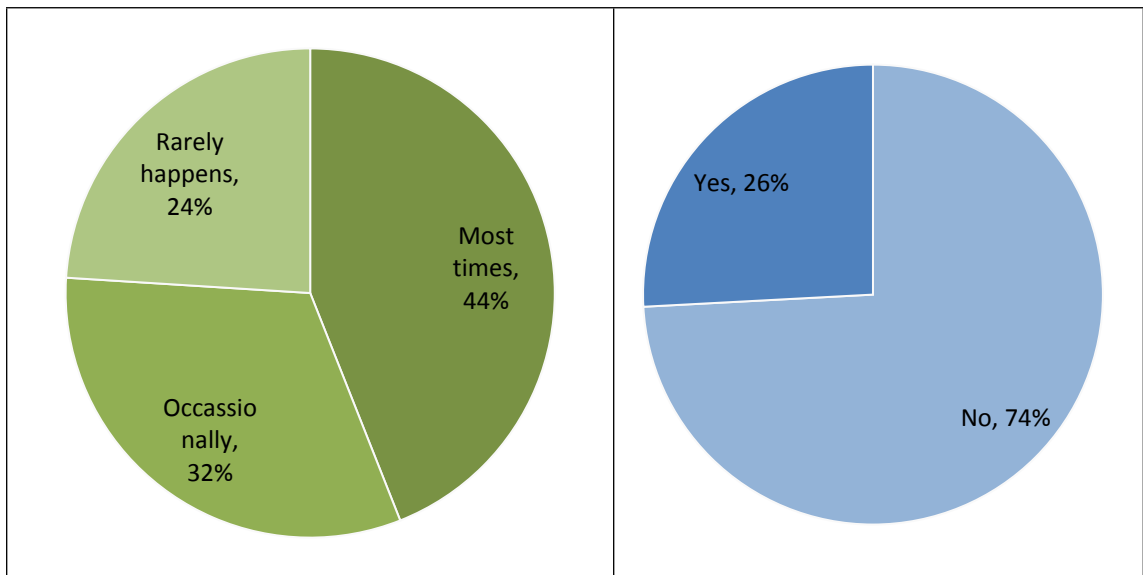
Summary of consultation responses:
- Need to work more proactively to engage those not engaging with services
- There needed to be more flexibility from secondary care services as homeless people can find it more difficult to interact with services in a conventional way
- More expected of housing services because of more mental health and wellbeing needs; support was required from other services
- Need to raise awareness of services available
- Issues of waiting times and high thresholds to access services being a barrier to people receiving treatment / long-term care
- Barriers to appropriate data sharing that hindered effective support plans being developed by housing providers
- Services had separated from the Dawn Centre so that it was no longer a multi-agency contact point which has reduced client involvement and joint working between professionals
- Require a clear support and supported housing pathway model that links the client to all services required like Housing First model

4.11   Principle 6: There will be opportunities to access training, education, employment and enterprise initiatives. This principle was the one which organisations and their staff felt was least supported 'most times'. Feedback from organisations and the public shown below:

Organisations and their staff	Public

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Summary of consultation responses:
- Access to these services was hard to access without a stable address and more help is required for those with complex / multiple needs
- Need for pre-employment training, building confidence and life-skills before / as well as employment training
- Lack of support for those with no recourse to public funds
- Initiatives required for those not on work benefits / not required to work
- Addresses the disincentives to work. For example, high costs of supported / temporary housing disincentivised work. The issue was raised of the difficulty in saving for deposit whilst in temporary accommodation
- Opportunities to engage in projects that can help the community / support other homeless people
- Work coaches / personalised support programmes were needed to help people back into work
- Lack of funding available despite the need for more services. Leicestershire Cares had its funding cut.

4.12   As part of the consultation an exercise was undertaken with a service user group at the Y Advice and Support Centre (YASC) on the 16th March 2017 with 14 service users. Service users discussed some of the main themes of the consultation, principally what they perceived to be gaps in services and future priorities for homelessness services.

The main themes raised were:

- More emphasis on the prevention of homelessness – early interventions, particularly with regards to vulnerable people. Advice needs to be easier to access and more widely available.
- Difficulties in accessing temporary accommodation if 'no local connection'
- Address the issue of rough sleeping
- Concern over the introduction of Universal Credit (particularly budgeting)
- The importance of out of hours' services - 'Being homeless is not a 9-5 condition.'

- Ensure there is adequate signposting to homelessness services by whichever service has first contact with a homeless person
- Support the drop-in centres
- Provide all year-round emergency /direct access beds
- Engage the community to assist with homelessness (volunteering)
- Provide adequate support (including in accommodation)
- Tackling public perceptions of homelessness, addressing stereotypes
- Address the issue of high rents being a disincentive for work.
- Address the issue of private renting landlord's tendency to not accept people on benefits.
- Ensure services process their duty to homeless people in a timely fashion, as delays can have serious impacts – for instance, delays in benefit payments.
- Improve preparation for those leaving prison
- Communications and technology – don't assume that all homeless people have a mobile phone (and that it has credit) or that they have access to computers and/or the skills to use them for services.
- Council services need to be more joined up
- Life skills training is important for people to settle back into stable tenancies

4.13   Consultation workshops were held with the Homelessness Reference Group 21st April 2017. Two workshop groups were held on themes and issues arising from the consultation questionnaire to get suggestions on how and what could be done to address concerns raised. Feedback from the workshops is shown below:

Prevention & Support workshop

4.14   *"The Homelessness Reduction Act will mean there will be significant changes to statutory prevention support available. What other prevention and support do you think should be available?"*

- More could be done with the non-commissioned service i.e. directing non-statutory / ineligible cases to non-commissioned provision
- More signposting to all available homelessness services in the city
- Streamlining of communication channels with Housing Options to reduce repeating case information (would require robust information sharing protocols)
- Improve experience of those presenting at the council's Customer Services centre (not appropriate to direct people to an internal phone in reception)
- Southwark Council is a good practice example of a triaged advice, information and guidance to all individuals that are homeless
- Need for early accurate advice and advocacy before crisis point now (feeling that Housing Options are 'gate-keeping)
- An accommodation central vacancies hub where people are aware of services in real-time including vacancies
- Need to consider language barriers / effective communication & translation when providing advice, information and guidance

- Outreach services should go further afield than the city centre. Use of Streetlink / database to notify to Outreach of incidence of rough sleeping / coordinate information
- Removal of category J from the eligibility criteria would cause an increase in rough sleeping we should continue to accommodate those beyond statutory cases
- Invest in staff to enable them to sustain their compassion and resilience
- Need for affordable housing options especially for the under 35's
- Take homeless declarations for prisoners when release date is known to be 28/56 days before, not on day of release
- Make available quick interventions (resettlement type service) for those who don't have complex needs and don't require longer-term case work
- Change processes so people do not have to move into unfurnished properties (cases where people get an offer on a Friday and have to move in the following Monday) – doesn't allow the 4-week handover period between temporary accommodation support and floating support. Also, could do more to start to prepare people in temporary accommodation for their own tenancy (don't need to wait for moving date)
- Revenues & Benefits looking at an initiative where DHP could be used in a variety of ways to sustain tenancies for looked after children (based on an invest to save approach to prevent tenancy breakdown and the costs of homelessness)

Accommodation Workshop
4.15 "*Assuming no additional funds are available, what could be done to improve temporary accommodation provision?*

- Smaller units across a range of providers and not all complex individuals in one service
- Improve training and development for staff working with chaotic users
- More joint working to address the needs of ever more complex cases. Need more involvement in homelessness cases from Adult Social Care and Children's services.
- Need a more flexible pathway based on the needs of the individual
- Ensure interventions are made at the earliest opportunity – more could be done by social care. Life skills training should be provided as soon as possible
- More joined up working between commissioned and non-commissioned services
- A new model of accommodation for those who don't engage. Look at the St Mungo's model
- Provide community / peer support for those who do not traditionally engage with services
- Increased use of Housing First model
- Go back to using the Dawn Centre as an assessment centre

- Allow time for people to be 'ready' to sustain a tenancy – 4 months in temporary accommodation does not allow this
- Review the benefit of providing catering in hostels as increases costs and may institutionalise individuals
- Create environments of respect towards individuals that are homeless to help them progress
- Consider 'bridging day centres' open to those who have moved on staying with old routines
- Amend housing register banding for non-commissioned providers

Other suggestions made at workshop event

4.16 Attendants were also given an opportunity to note any other suggestions / comments they might have. Those put forward were:
- Pre-tenancy training was used in the past. Did it work? Can we use the best bits?
- Consider 'actual' numbers of homeless when shaping future services
- Nightshelter for people with no access to funds
- Social care representation at frontline MDT absent for 15 years since it began!
- Smaller units – intensive support slightly outside city centre but able to access services – need to look at move on and length of stay in project
- Workshop 2 – staff training to ensure accurate advice is given but also relating to working with complexity (e.g. mental health, drugs & alcohol, LD, assertive flexible relationship building)
- Workshop 2 – Walk in early advice centres open all day which can be info hubs and give face to face guidance early to prevent homelessness
- HITS Home Trust. In relation to partnership working and non-commissioned services; Can the council support these services with move-on as they are regarded as supported housing and 'exempt' accommodation by HB therefore they should still have the status of temporary accommodation even if the units are self-contained flats such as Hits Home Trust.
- HITS Home Trust. Vulnerable people are moved into accommodation not suitable for them. Not all people want to go to commissioned services and are being referred to us.
- What's done to improve temp accommodation provision? – Longer term security of funding for providers of services. – More "affordable" or subsidised accommodation to enable flow through services in particular for under 35's.
- Need to engage more with non-commissioned services
- Improved / smart assessment of needs. – There are some ex-offenders who don't want that label and then fall outside priority need groups and end up street homeless.
- Improved links with other services (e.g. mental health) within homeless services. It's happening to some extent currently but are there options to improve this? (Possible not when commissioning restricts what these services can/can't do and no spare capacity).

Resources

4.17   Following the last homelessness strategy 2013-18 there have been reductions in the council budget for homelessness services. The below table shows budgets for homelessness services from 2013/14 to 2017/18:

	2013/14 (£)	2014/15 (£)	2015/16 (£)	2016/17 (£)	2017/18 (£)
General fund – Homelessness	5,047,100	4,234,400	4,038,400	3,421,700	3,111,400
HRA - Homelessness			177,600	493,800	535,800
General Fund – STAR & FSS	808,600	62,300	36,600	26,800	23,900
HRA – STAR & FSS	1,400,000	1,806,500	1,842,550	1,873,200	1,889,800
Total	**7,255,700**	**6,103,200**	**6,095,150**	**5,815,500**	**5,560,900**
Total not including STAR & FSS	5,047,100	4,234,400	4,216,000	3,915,500	3,647,200

4.18   Council budgets include funding from government to support homelessness prevention including:

- Flexible homelessness support grant (FHSG). This was introduced from 1st April 2017 and replaced the Department for Work and Pensions' temporary accommodation management fee (TAMF). The emphasis of the new grant is to provide flexibility to authorities in providing intervention services, moving away from exclusive funding for procurement and funding of temporary accommodation. The government predicted under TAMF funding in 2017/18 Leicester City Council would have been allocated £23k under the 2017/18 FHSG allocation Leicester will be allocated £207k and in 2018/19 £220k

- Homeless prevention grant. Leicester City's allocation of homeless prevention grant for 2016/17 is £530,561 and will reduce by 1% year on year until 2019/20.

4.19   Leicester City Council has also been successful in securing funding through the DCLG's Homelessness Prevention programme & the Rough Sleepers programme in partnership with Leicestershire district council's and Rutland county council.

4.20   This review is happening at a time when continued reductions in government funding mean that Leicester City Council needs to make additional general fund budget savings of £55 million by April 2019. This is on top of the £100 million of savings already made.

4.21   Homelessness services are also funded by the Housing Revenue Account (HRA). This includes the funding of council-run hostels, STAR tenancy support services for council tenants and family support services. There are revenue pressures on the HRA from the government's requirement for

councils to reduce rents by 1% per year from 2016 to 2020, along with increases in the number of sales through right to buy, and sales expected from the high value vacant homes levy. In the 4 years from 2018/19 to 2020/21 the HRA will need to reduce spending by around £11m to manage such pressures.

4.22 All council departments will be affected by financial cuts, including Housing, which delivers homelessness services on behalf of the council. As a result, it is important that this review enables us to target services where they are most needed and that homelessness is prevented wherever possible.

4.23 The government has also proposed a new model for funding supported housing from April 2019, based on the local housing allowance rate. It is proposing that rents and service charges in supported housing will be paid via universal credit up to the one-bedroom local housing rate only and any shortfall between the local housing rate and the housing costs would be met from a local ring-fenced top-up fund administered by local authorities. The Government has acknowledged that short-term services (such as hostels where stays may be fewer than 28 days) need a different funding model and are currently consulting on possible proposals.

Summary of key points

4.24 Below is a summary of key points from the review of homelessness services and the consultation exercise (with service users, organisations working with homeless people and members of the public):

4.25 **Key points relating to housing in Leicester:**
   - Need for more affordable housing
   - Affordability is a barrier for people to access home ownership and to rent in the private sector
   - Increasingly difficult for people receiving benefits to access private rented accommodation. Welfare changes have had, and continue to have an impact
   - Increased demand for social housing however there are fewer lettings available this means waiting times are increasing
   - Most lettings in the private rented sector are assured shorthold tenancies which are insecure and often short-term

4.26 **Key points relating to street homelessness:**
   - Rough sleeping is increasing
   - There is more street begging and the latest figures show more of these individuals are homeless
   - Over a third of rough sleepers offered temporary refused this / or failed to go to the accommodation provider. Rough sleepers often have complex needs. Further work is being undertaken to consider alternative offers of support to engage this client group
   - Review of no second night out procedures in the city to help ensure timely support is available to all that require it

- We need to consider how interventions can be sustained so that people do not return to the streets

4.27 **Key points relating to family homelessness:**
- Prevention initiatives have worked well so far however numbers seeking support keeps increasing
- Fewer families have needed to go into temporary accommodation
- Reduction in the use of B&B. Currently there are no families in B&B
- Family hostel provision is currently underutilised. Further consideration is required of the number of temporary accommodation units required going forward, also considering predicted future demand
- Risk to sustaining the high level of prevention if numbers presenting to services continue to increase and external factors, such as changes to welfare benefits, which may lead to more family homelessness

4.28 **Key points relating to singles and couple's homelessness:**
- Increasing numbers of singles and couples seeking assistance
- Increased preventions likely to be further strengthened by the implementation of Homelessness Reduction Act
- Repeat homelessness has been reducing however a significant number of individuals have repeat admissions. We need to strengthen services to improve sustained outcomes and reduce abandonment / disengagement. For example; by ensuring support plans follow individuals through breaks in service
- Preventing homelessness is not just about housing. Many homeless people have complex needs which require a multi-disciplinary approach. We will continue to work with others and seek to forge strong working relationships with a range of services / organisations including physical and mental health services, social care services, criminal justice organisations, employment and advice services.

4.29 **Key points relating to floating support services:**
- Floating support services are effective to help individuals sustain their tenancies they are of key importance at the point of transition from temporary accommodation to settled accommodation. We need to improve processes to ensure support is available in a timely fashion when individuals are moving-on from temporary accommodation
- There could be a targeted use of floating support services to provide more intensive support to individuals approaching housing options to prevent homelessness
- Floating support services were commissioned to provide support, on average for no more than 6 months, in a significant amount of cases the length of support provided is longer than 6 months
- The revolving door service was developed in response to the issue of repeat homelessness. Repeat homelessness remains a key issue and ensuring holistic support is available to prevent homelessness from reoccurring is essential

- We need to review the eligibility criteria for floating support services to ensure they are available for those who most require them, and at a time that these services are needed

4.30 **Key points relating to homeless young people:**
- Welfare changes affecting younger people has, and will continue to limit the affordable housing options available
- Preventing homelessness, and if young people become homeless preventing this from reoccurring helps break the cycle of repeat homelessness
- There are opportunities to further develop joint commissioning arrangements between housing and children's services
- The average length of stay in young person's accommodation is generally longer than other accommodation providers. This reflects the needs of this client group

4.31 **Key points relating to homeless offenders / ex-offenders:**
- Ensuring best use of limited offender provision to prioritise higher need clients (from offending and housing perspectives)
- Work with NPS and CRC to identify appropriate and relevant pathways (including all services available not just commissioned housing accommodation services) for known homeless offenders
- Working with accommodation providers to understand the variation in length of stay and any barriers for move-on
- Working earlier, in line with Homelessness Reduction Act, to prevent homelessness. Consider opportunities for partnership working e.g. working with Leicester prison's 'through the gate' team and a specialist housing prevention officer working with CRC & NPS

4.32 **Key points relating to health & wellbeing services:**
- Enhance early advice / homelessness prevention advice within primary care setting and ensure referral links in place
- Nationally recognised and CQC highlighted outstanding care provided by Inclusion Healthcare
- The Lightbulb project seen as a 'best practice' example and cited as an example of integrated health, housing and social care services[22]
- Homelessness is not just a housing issue. We need to strengthen partnership working and forge strong working relationships with a range of services / organisations including physical and mental health services, social care services, criminal justice organisations, employment and advice services to provide wrap-around services as part of the homeless pathway

4.33 **Key points relating to other homelessness services:**

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[22]https://www.housinglin.org.uk/_assets/Resources/Housing/Practice_examples/Housing_LIN_case_studies/HLIN_CaseStudy_135_Lightbulb_Project.pdf

- Ensure day services are targeted to support homelessness prevention objectives
- Maximise employment & training opportunities through working with JobCentre Plus
- Housing is not just a housing issue. We need to strengthen partnership working and forge strong working relationships with a range of services / organisations including physical and mental health services, social care services, criminal justice organisations, employment and advice services to provide wrap-around services as part of the homeless pathway

4.34 **Key points from consultation on priorities for the next homelessness strategy and challenges:**
- Addressing rough sleeping
- Support being available to prevent homelessness and to help establish a settled home
- Sufficient emergency, hostel and supported accommodation available
- Homelessness services to be adequately funded
- Addressing rental housing shortages (social and private)
- Joined up working
- Service flexibility (access and service delivery)
- Assessing and reporting accurate levels of homelessness
- Improved access to and provision of advice / information
- Addressing the needs of vulnerable people
- Increased understanding of homelessness & ensuring homeless people are treated with respect and are safe
- Tackling repeat homelessness
- Address begging in the city centre
- Addressing current and rising levels of homelessness and rough sleeping
- Shortage in appropriate and accessible affordable rented housing
- Reductions in funding leading to a reduction in homelessness services
- Changes to welfare, the Homelessness Reduction Act and proposed changes to the funding of supported housing
- Helping those that fall outside of the current assistance criteria, such as those who have no recourse to public funds
- Providing temporary accommodation to those who require it
- Having a supply of 'move-on' accommodation to support people before independent living
- Meeting the increasing needs and numbers of those with complex needs
- Engaging with those who are not in accommodation services
- Addressing repeat homelessness
- Making the Single Access and Referral process easier and to access help from Housing Options
- Addressing needs of women now the only women only accommodation has closed
- Working in partnership with different services / agencies

What next?

4.35   The findings of this homelessness review will be considered further during the development of the new homelessness strategy. The role of partner organisations is vital in the efforts to meet the housing needs of people in Leicester. We will continue to work with them to develop a new strategy to prevent homelessness.

4.36   The draft strategy will be circulated to our partners and made available for consultation on our website before going to the Executive for approval.

Summary of future homeless services proposals

	Current commissioned services	Proposal	Our vision / rationale
Proposal 1: Homelessness prevention	Housing options service	Extend prevention support for singles and improve advice and information available to all especially on-line	Prevention of homelessness is better for individuals and more cost effective for the council than dealing with the crisis of homelessness after it has occurred Meet statutory requirements of the Homelessness Reduction Act
Proposal 2: Access to accommodation based homelessness services	Eligibility criteria as introduced following the last homelessness strategy	Amended eligibility criteria that for non-statutory groups prioritises support to those with the 'highest' support needs	Funded housing-support services should be targeted to those who require support Alternative advice and assistance should be available to those who do not need support.
Proposal 3: Families accommodation	60 units of temporary accommodation	Transition over the life of the strategy to reduce by half temporary accommodation by increased relief of homelessness through arranging settled private / social lettings Ensuring all temporary accommodation offered for families is self-contained	Options to prevent and relieve homelessness are explored before temporary accommodation is offered Many families need is housing only Vacancy rates at existing temporary accommodation for families Ensure accommodation based support available supports transition to independent tenancies
Proposal 4: Offenders accommodation	20 units of temporary accommodation	No change	Recently reviewed in 2016
Proposal 5: Young people's accommodation	85 units of temporary accommodation	Joint work with Children's service to undertake analysis of the range and volume of supported accommodation required Explore options for developing shared / semi-supported settled accommodation for young people	Wider range of support accommodation options open to both Children's & Housing services Joint commissioning should help ensure a consistent council approach and value for money
Proposal 6: Singles accommodation	89 units of temporary accommodation	Over the life of the strategy increase the range of housing solutions to include:	Reduce institutionalisation for this client group and support the aim to reduce repeat

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Appendix C4

| | | | homelessness by providing more settled choices and options

Embrace the ethos of the Homelessness Reduction Act and the need for personalised housing plans |
|---|---|---|---|
| | | • 'Crash pad' accommodation
• Temporary solutions (high support)
Different models of settled solutions with a range of support

Move from offering temporary solutions to offering settled solutions by increasing the numbers of settled solutions available to relieve homelessness

Work in partnership with other homeless agencies who offer support, especially where the council cannot | |
| **Proposal 7**: Floating support services (non-LCC) | 94 units | Have available 75 units of contracted housing related support and a coaching /mentoring service for individuals with a low resilience to prevent homelessness | Under-utilisation of current contract

Review floating support services after 12 months to consider holistically the support services required following implementation of the Homelessness Reduction Act |
| **Proposal 8**: Support services for rough sleepers / repeat homeless | Outreach team

Revolving Door team | Bring together teams to improve services for rough sleepers and move towards a 'transitions' service model | Reduction duplication of services and provide targeted consistent approach to reduce rough sleeping and repeat homelessness |
| **Proposal 9**: Day centres | YASC

The Centre Project | Continue existing part funding of day centres

Tailored, structured support provided by 'transitions' service

Undertake an analysis of day services available to homeless people and those at risk of homelessness following changes to other homelessness services | Wider analysis of all day services for homeless people and consider any impacts of changes to homeless accommodation and other support services |

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2

Future homeless service proposals – Further information

Proposal 1: Homelessness prevention

<u>What is being proposed?</u>

- We will improve homelessness prevention, especially that available for singles to prevent homelessness from occurring and reduce the need for households to access temporary accommodation, where the only need is housing. We will improve advice and information available to all. Self-help information will be made available online. As part of the Homelessness Prevention Trailblazer bid a homelessness prevention app is being developed (which will guide individuals through a series of questions to provide personalised support) to improve preventative homelessness services and therefore reduce the demand for accommodation-based services. Housing options staff will also develop personalised housing plans with those at risk of homelessness which will set out actions for individuals and council staff to take to help prevent homelessness.

- All housing related support services would be expected to assist the council meet their duty to relieve homelessness within 56 days of a statutory homelessness decision and work with housing prevention officers to deliver actions in an individuals' personalised housing plan.

<u>Why is this being proposed?</u>

Our primary aim is to prevent homelessness. The introduction of the Homelessness Reduction Act in April 2018 will increase the council's statutory responsibilities to provide support to single people as well as extending prevention and relief duties for all eligible households.

We want people, where they can, to be able to easily access information and details of organisations that can support them to prevent homelessness. We want information to be available at an early stage as we know this is often most effective e.g. providing budgeting support / information when someone is just beginning to have difficulties is more effective than providing support when someone is already thousands of pounds in debt.

Proposal 2: Access to accommodation-based homelessness services

<u>What is being proposed?</u>

- We wish to pilot the use of amended eligibility criteria for accommodation based housing related support services (see below). This still ensures access to people who are statutorily homeless and other council duties (families / vulnerable adults / children leaving care / offenders) and access for rough sleepers but for other non-statutory homeless singles those with support needs will be prioritised for placement.

- To ensure accommodation based support is targeted to those most in need we will pilot the impact of setting a threshold level of category F to a minimum of 30 points to be allocated accommodation-based housing related support. We will also ensure that specialised accommodation is accessible to those most in need of these services e.g. for the specialist offender accommodation we propose this is used only for offenders. Ex-offenders (anyone who may have committed an offence in the past) would be referred to the generic singles accommodation.

<u>Why is this being proposed?</u>

Leicester's approach has been to provide accommodation-based housing related support services not just households who we have a statutory duty to accommodate but to other 'at-risk' households to support other council priorities and to prevent homelessness. This 'wider' approach was seen as a positive in the consultation responses and we wish to maintain this approach to providing accommodation-based support to more than those we have a statutory duty to accommodate.

We believe that homeless people who have little or no support needs should be offered advice and assistance to secure other forms of accommodation and that funded housing related support services should be targeted to those who require this support. This is generally favoured by individuals, who do not want to have to enter temporary accommodation – they just would like support to be able to access settled accommodation.

The purpose of accommodation based housing related support services is to develop and maintain independent living. If this is not required by the client, for whatever reason, alternative forms of accommodation will be considered. We will try to achieve this whenever possible. However, there may be times (i.e. if someone presents as homeless on the day) where temporary accommodation may be required as a stop-gap while other accommodation is found, even when the household has no or little support needs.

Proposed new eligibility criteria for temporary accommodation with housing related support

1st criteria: Are homeless or threatened with homelessness and eligible for public assistance (unless found rough sleeping).

2nd criteria: Fall into one of the following categories:

	Category	Duty arises from
A	Family, pregnant woman	Housing Act 1996 – Part VII Includes referrals from Adult Social Care Division under the specific duties to cooperate
B	Vulnerable adult (those 16+)	Housing Act 1996 – Part VII Includes referrals from Adult Social Care and Children's Division under the specific duties to cooperate
C	Children leaving care Young offenders / ex-offenders	Housing Act 1996 – Part VII Children's Act 1989 - Criminal Justice and Immigration Act 2008 Includes referrals from Children's Division (including Youth Offending Service) under the specific duties to cooperate
D	High risk offenders Offenders leaving approved premises Offenders supervised by Probation or CRC	Criminal Justice Act 2003 Duty to co-operate with Police, Probation / CRC and Prison Services under Multi-Agency Public Protection Arrangements (MAPPA) Includes referrals from Probation Service / CRC
E	Rough sleepers	Who do not fall within the above categories
F	Individuals with support needs	Who do not fall within the above categories To support those who are homeless or threatened with homelessness due to an inability to cope with the demands and requirements of living independently. Services will be allocated on a principle of 'priority to those in greatest need' based on the criteria below.

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Category F prioritisation criteria

Support needs	Points
History of homelessness within 2 years	20
Domestic violence / history / fleeing violence	20
Ex-offender within one year of leaving custodial sentence	5
Age 55+	10
Age 18-24	10
Nil income	10
Substance use: On identified drug and alcohol programmes (including those on waiting lists for services) Substance users not on identified programme	10 5
Former Care leavers (who do not fall within the above categories)	20
Health & wellbeing (considering physical, mental and social health & well-being): High- needs Lower level-needs	 20 5

Notes

1. Access to temporary homeless accommodation is primarily for those applicants that have had a settled address in the City of Leicester for the last 6 out of 12 months immediately prior to presentation, or 3 years out of the past 5 years (rough sleeping will not count towards this connection) or if the applicant has always been connected to Leicester but has been in prison/institution away from the City and is now homeless immediately post release / discharge. (Exceptions to this policy will apply where there is a statutory homeless duty.)

2. The Council will not provide a bed space when there are no vacancies and there is no statutory duty to do so. Advice will be given. Where there is a duty and there are no suitable hostel bed spaces, other temporary accommodation will be offered.

3. The Council imposes sanctions on homelessness clients who fail to comply with accommodation and other agreements (e.g. failure to comply with rent payments or arrears agreements, threatening behaviour etc.) These sanctions can include the need to meet specified requirements to gain re-entry to hostels.

4. To receive housing related support a person must be homeless, or threated with homelessness, and have demonstrable support needs for which it is essential they receive housing related support order to sustain or obtain housing. Homeless people who those at risk of homelessness without support needs will be given advice and assistance to secure other forms of accommodation.

Proposal 3: Accommodation services for homeless families

What is being proposed?

- Existing work to place families (with no or little support needs) directly into settled accommodation will continue and we believe this can be further strengthened by working with Home Come and further work with the private sector to increase the number of families that can access suitable settled accommodation rather than having to enter temporary accommodation.

- Transition over the life of the strategy, as more settled accommodation is available, to reduce the amount of temporary accommodation by half. Temporary accommodation would be available for families who require a period of support before maintaining their own accommodation and where formal homelessness enquiries are ongoing. This accommodation should be self-contained so families can prepare for and maintain their regular family life with support available during office hours.

Why is this being proposed?

Our primary aim is always to prevent homelessness from occurring. The council's prevention approach has been effective with family homelessness and we want to make sure this is maintained. Where homelessness cannot be prevented the council's approach has been to look to find alternative settled accommodation so families do not have to enter temporary accommodation. We want to ensure that all families without or with few support needs do not have to enter temporary accommodation, if they do not require it. This approach is also what many families want – they do not want temporary accommodation, they would like an alternative settled home. To achieve this, we require more settled accommodation options for families.

There will still be some families who do require support for a temporary period to improve their ability to sustain independent living in the future. We will also use temporary accommodation to accommodate some families;
- whilst a homelessness decision is being made,
- or where an intentional homeless decision has been given and the authority has a duty to provide a reasonable period of accommodation,
- or to provide accommodation whilst a review is undertaken of an intentional decision
- or, in some cases, other decisions.

However, overall we think we will require less temporary accommodation as it would only be used in the circumstances listed above.

The housing division currently commissions 60 units of temporary accommodation (this number can be flexible depending on the size of family to be accommodated). In 2016/17 fewer families were placed in temporary accommodation than previously, this has led to an increase in the number of accommodation units not used.

The temporary accommodation for families is currently staffed 24/7. We do not think this is required for this client group as families rarely require support out of office hours. We believe future accommodation should only have on-site staff available during office hours with an emergency call-out being available outside these hours. We also believe that all temporary accommodation for families should be in independent self-contained units and not with shared facilities. We believe this will help ensure a more successful transition to settled accommodation.

Proposal 4: Accommodation services for offenders

What is being proposed?

- Keep the existing number of units of specialist temporary accommodation for offenders (20 units)

Why is this being proposed?

An interim service and spending review of homelessness services was undertaken in 2016 and the number of commissioned units was reduced from 30 to 20. Generally, this accommodation is fully occupied and helps the council meet their statutory housing duties and to work with the local probation services and community rehabilitation company to reduce reoffending.

We will review current pathways to ensure we prioritise higher need clients for these specialist services and work on ensuring advice and assistance is available earlier to prevent homelessness, where possible.

Proposal 5: Accommodation services for young people

<u>What is being proposed?</u>

- By the housing division working more closely with children's services we believe we can improve the range of commissioned services available for young people and integrate elements of a 'positive pathway approach'. In conjunction with children's services we propose to meet the needs of care leaver and homeless young people by having a range of supported accommodation. We think these are best provided by a range of accommodation services to balance the dynamics of young people accommodated and to provide a range of options should a young person not be suitable to be accommodated by a particular provider.

- Develop settled housing options for young people who are at-risk or who are homeless, for example shared housing options or semi-supported accommodation. The local authority would look to work with local homelessness organisations who are interested in providing settled housing options for young people and consider incentivising development using right-to-buy receipts. The council would require that future referrals to these units of accommodation would come via the council.

<u>Why is this being proposed?</u>

We think a wider range of accommodation options should be available for young people. As well as accommodation based support for young people there should be other housing options available to those who do not require or require very little housing-related support. However, we do recognise that many young people are likely to require support to maintain or develop their independent living skills (especially those under 20). We think this is best delivered by having a range of services which can be matched with the individual needs of the young person.

The Housing division currently commissions 85 units of accommodation based support for young people aged 16-25. Children's services also commission a range of supported housing for young people who are homeless and vulnerable by age or to meet the council's corporate parenting duties.

Proposal 6: Accommodation services for singles and couples

What is being proposed?

- The council's housing division enable a range of accommodation options (see below possible range of services), and move from offering temporary to settled solutions, where appropriate. Temporary accommodation options (accommodation-based housing support services) would be commissioned and or provided in-house.

Temporary solutions		Settled solutions		
Crash pad	**Temp. Accom.**	**Assisted Accom.**	**Accom. First**	**Housing First**
Short-stay temporary accommodation for individuals who do engage with support / emergency placement whilst awaiting accommodation or reconnection	Temporary accommodation for individuals who require high levels of support and engage in support plan / emergency placement whilst awaiting accommodation or reconnection	Settled tenancies for individuals who require some support and enage in support plan	Settled tenancies for individuals who require little to no support	Settled tenancies for entrenched homeless individuals with high support needs (based on the defined Housing First principles)

- Improve partnership working with other homelessness agencies in the city, including services that support individuals who have no recourse to public funds, to help ensure individuals are appropriately sign-posted / referred so they can access the support available through charitable services.

- The council is interested in exploring ideas to increase the number of properties available at local housing rates to prevent / relieve homelessness. The Housing division is interested in working with local homelessness organisations to establish settled housing options for singles who are at-risk of being homeless, or who are homeless and consider incentivising development through the use of right-to-buy receipts. The council would require that future referrals to these units of accommodation would come via the cou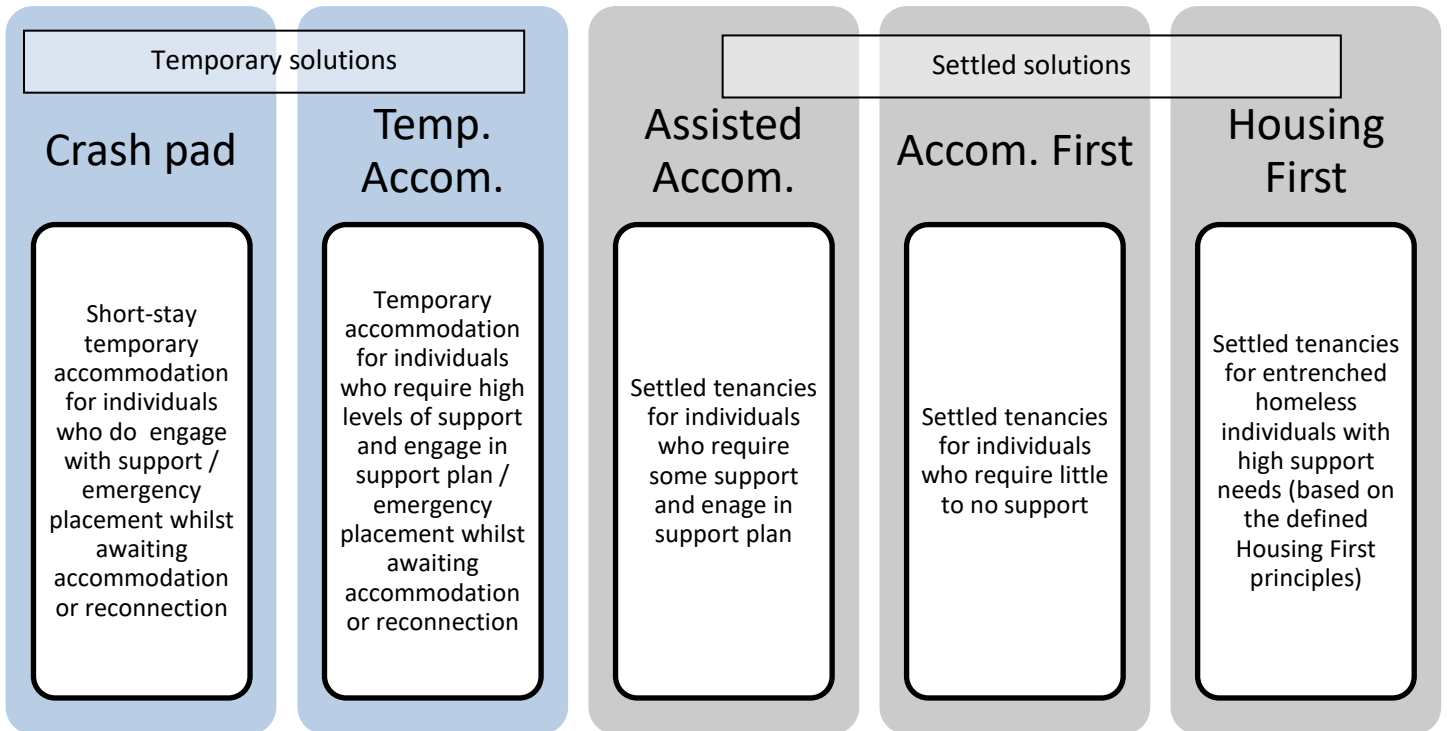ncil. Other options that are being considered are establishing a housing company and modular construction. We would be interested in feedback from partners / landlords about ways in which we could increase the number of settled housing accommodation for homeless singles and couples.

<u>Why is this being proposed?</u>

The council's prevention approach with families has been successful, however we recognise that support for singles and couples to prevent homelessness is currently limited. The Homelessness Reduction Act means that the council will have new duties to help prevent homelessness for single people. This will include providing support by developing individual support plans (detailing actions to be taken by individuals and council services), signposting to advice (e.g. budgeting / welfare advice) and access to rent deposit schemes. We hope this will increase the prevention of homelessness for singles and therefore reduce the number of singles who then require temporary accommodation.

We think a wider range of commissioned accommodation options should be available for singles. As well as accommodation based support for singles there should be a range of housing options including services for those singles that do not require or require very little housing-related support. This range of options could include:

- 'Crash pad' accommodation (short-stay temporary accommodation) provided for individuals who do not want to engage with a support plan with the aim of obtaining and maintaining settled accommodation.
- It is recognised that some homeless people have complex and interrelated needs. Focused higher support level services will be able to target their services to better meet these needs. They will provide support regarding substance use, mental health, trauma recovery and relationships and link with specialist support agencies.
- A range of settled housing options with different levels of support which could be accessed following a stay in temporary accommodation or to relieve homelessness.

We want to ensure services that provide support can be 'places of change' and support the aim to reduce repeat homelessness. We want to ensure that people are aware that they will have to engage with a support plan and if someone is not engaging with support or move-on they will be asked to leave. If individuals do not want to engage in a support plan there is alternative accommodation ('crash pad') accommodation which they can access for a short-period.

The housing division currently commissions 89 units of accommodation based housing related support for singles and couples.
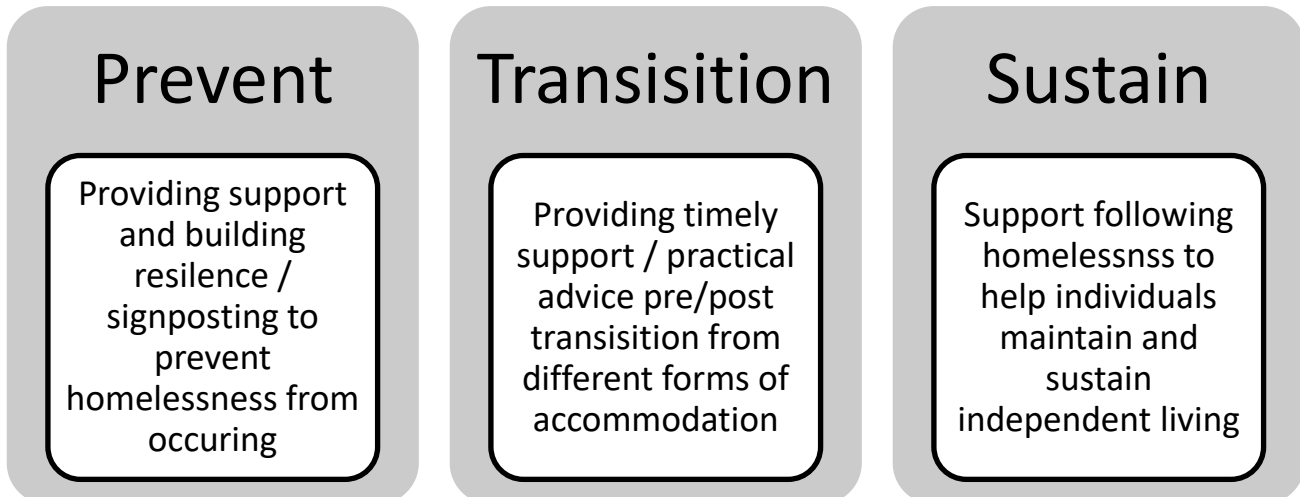
Proposal 7: Floating support services

<u>What is being proposed?</u>

- Housing services commission 75 units of floating support services (primarily available for private sector tenants). The current contract has not been fully utilised and we propose to call-off 75 units for the 18/19 financial year as an interim position for at least another year.

- We propose to review commissioned floating support services available after 12 months so this can include a review of the coaching / mentoring service. This will consider the amount and type of support required to effectively prevent homelessness.

- During 2017 the council's service analysis team will undertake a full service analysis review of STAR (floating support services available for LCC tenants) and the family support service. Senior management will consider recommendations arising from this analysis to improve services.

<u>Why is this being proposed?</u>

Floating support services should be available to offer practical focussed support to those who are at risk of homelessness or are homeless. We have identified three main occasions (see below) when someone who is at risk of homelessness may benefit from additional temporary support.

Prevent	Transisition	Sustain
Providing support and building resilence / signposting to prevent homelessness from occuring	Providing timely support / practical advice pre/post transisition from different forms of accommodation	Support following homelessnss to help individuals maintain and sustain independent living

The housing division currently commission 94 units of housing-related floating support. Floating support services currently are commissioned to "deliver wrap around/holistic support provided at the point of need to enable individuals to realise and/or maintain independent living and/or to prevent the need for more intensive provision".

Using some of the Homelessness Trailblazer funding Leicester, Leicestershire & Rutland councils are establishing a new coaching service to provide mentoring to those at risk of homelessness but who have 'low-resilience'. This service aims to provide person-centred support helping individuals undertake relevant actions to help prevent their homelessness e.g. coaching someone through a phone call to their landlord to resolve outstanding repairs.

We think it would be helpful to define what housing related support would be available to an individual in each of the above scenarios as often it is not clear what support is available. We would look to provide targeted support in each of these scenarios. Any future floating / housing related support service would be required to link with individual's personalised plans (arising from the requirements of the Homelessness Reduction Act). We also need to ensure the single access and referral service makes timely referrals so support is available when needed.

Proposal 8: Support services for rough sleepers / repeat homeless

What is being proposed?

- We propose to consider the roles of the existing Outreach and Revolving Door teams enabling us to improve services available for rough sleepers. We will undertake a service analysis review of these teams to define roles and responsibilities and how a 'transitions' service model can be adopted.

Why is this being proposed?

We want to provide a more dynamic and responsive offer to rough sleepers across Leicester through a 'transitions' service model. By a 'transitions' service model we want to ensure that an individual who is street homeless is signposted / referred to support and advice available ('assertive outreach') and this support continues through a needs assessment and action plan (aligning with housing options service and the Homelessness Reduction Act).

The Outreach team currently provides support to those rough sleeping to move off the streets, access services and support and offer advice on health access, benefits and housing. The Revolving Door team provides support to repeat rough sleepers, individuals with repeated admissions into commissioned homelessness services and individuals who have been in commissioned homelessness services for more than 12 months. We want to ensure resources are maximised to provide support where required but not to duplicate if support is being provided by an accommodation / floating support provider or by housing options.

Proposal 9: Day centres

What is being proposed?

- Continue to provide part-funding YASC & The Centre Project whilst a wider analysis of all day services for homeless people is undertaken. This will consider any impact of other changes to homeless accommodation and other support services and how services help support the aims of our new homelessness strategy.

Why is this being proposed?

There have been recent changes to day services available for homelessness people. There are a range of charities providing a range of services as well as changes to council commissioned services. For example, the substance misuse recovery hub (the Anchor Centre) is moving to a new location and will offer a range of services to people with long standing alcohol-related problems, many of whom are homeless. The Bridge Homelessness to Hope has opened a new centre 'The Hope Centre' which provides a range of services for homeless people.

We will need to consider the impact of changes to other housing-related support services and how services help support the aims of our new homelessness strategy. For example, we plan to offer tailored structured support (i.e. individualised action plans) for rough sleepers engaging with the Outreach / Revolving door teams ('Transitions' service).

Other considerations

Increasing demand for services

Homelessness has been increasing in Leicester and the review of homelessness found that the pressures leading to increased homelessness are likely to continue (for example we know that Local Housing Allowance rates have been frozen until 2021). Crisis's report on Homelessness projections of 'core' homelessness (including rough sleeping, sofa surfing, squatting, people living in hostels and other forms of temporary accommodation) predicts that across the midlands core homelessness will increase by 12% from 2016 to 2021.

Demand for services will be monitored and the flexibility to commission further units would have to be discussed with future providers if and when required. However, we would always explore ways of preventing homelessness from occurring than investing more in services that respond to homelessness after it has happened.

Eligibility criteria for temporary accommodation with housing related support

1st criteria: Are homeless or threatened with homelessness and eligible for public assistance (unless found rough sleeping).

2nd criteria: Fall into one of the following categories:

	Category	Duty arises from
A	Family, pregnant woman	Housing Act 1996 – Part VII Includes referrals from Adult Social Care Division under the specific duties to cooperate
B	Vulnerable adult (those 16+)	Housing Act 1996 – Part VII Includes referrals from Adult Social Care and Children's Division under the specific duties to cooperate
C	Children leaving care Young offenders / ex-offenders	Housing Act 1996 – Part VII Children's Act 1989 - Criminal Justice and Immigration Act 2008 Includes referrals from Children's Division (including Youth Offending Service) under the specific duties to cooperate
D	High risk offenders Offenders leaving approved premises Offenders supervised by Probation or CRC	Criminal Justice Act 2003 Duty to co-operate with Police, Probation / CRC and Prison Services under Multi-Agency Public Protection Arrangements (MAPPA) Includes referrals from Probation Service / CRC
E	Rough sleepers	Who do not fall within the above categories
F	Individuals with support needs	Who do not fall within the above categories To support those who are homeless or threatened with homelessness due to an inability to cope with the demands and requirements of living independently. Priority for accommodation-based support will be based on support needs based on the criteria below.

1

Category F prioritisation criteria

Support needs	Points
History of homelessness within 2 years	20
Receiving support / assistance to live independently	20
Domestic violence / history / fleeing violence	20
Ex-offender within one year of leaving custodial sentence	5
Age 55+	10
Age 18-24	10
Nil income	10
Substance users	10
Former care leavers and youth offenders (who do not fall within the above categories)	20
Health & wellbeing (considering physical, mental and social health & well-being): High- needs Lower level-needs	20 10

Notes

1. Access to temporary homeless accommodation is primarily for those applicants that have had a settled address in the City of Leicester for the last 6 out of 12 months immediately prior to presentation, or 3 years out of the past 5 years (rough sleeping will not count towards this connection) or if the applicant has always been connected to Leicester but has been in prison/institution away from the City and is now homeless immediately post release / discharge. (Exceptions to this policy will apply where there is a statutory homeless duty.)

2. The Council will not provide a bed space when there are no vacancies and there is no statutory duty to do so. Advice will be given. Where there is a duty and there are no suitable hostel bed spaces, other temporary accommodation will be offered.

3. The Council imposes sanctions on homelessness clients who fail to comply with accommodation and other agreements (e.g. failure to comply with rent payments or arrears agreements, threatening behaviour etc.) These sanctions can include the need to meet specified requirements to gain re-entry to hostels.

4. To receive housing related support a person must be homeless, or threated with homelessness, and have demonstrable support needs for which it is essential they receive housing related support order to sustain or obtain housing. Homeless people who those at risk of homelessness without support needs will be given advice and assistance to secure other forms of accommodation.

5. The SAR Manager will be able to prioritise cases for accommodation-based support in exceptional circumstances.

Leicester's Homelessness Strategy – What will change?

The homelessness strategy includes many actions and proposals which will improve homelessness services in Leicester. Explained in more detail below are some of the key actions / improvements that are going to be implemented over the next 5 years.

Partnership working

- Working with others in the city, including the diocese, to further develop partnership working and a new city charter to tackle homelessness. This aims to coordinate & harness the support of individuals, organisations and businesses in the city
- Review and improve joint working arrangements with primary care and mental health services, including substance misuse services
- Supporting and working with Action Homeless and other partners as part of Leicester's End Street Homelessness campaign

Homelessness Prevention (Proposal 1)

- Improved customer access to the councils homelessness advice services (from March 2018)
- Personalised housing support plans developed with clients who are or are likely to become homeless (from April 2018)
- Developed, and will be the first in the country, to launch a homelessness prevention app (in partnership with all of Leicestershire's district councils and Rutland Council) (live from May 2018) providing advice and guidance to those who may be at risk of losing their home
- New coaching support service to provide additional one-to-one support for individuals who may struggle to take actions to prevent themselves from becoming homeless (available from April 2018)

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Eligibility criteria for temporary accommodation (Proposal 2)

- Provide more support to prevent homelessness from occurring and provide genuine alternatives to temporary accommodation, so temporary accommodation is there for those who require additional support
- Review and improve working with Leicester's homeless mental health service to see how those at risk of homelessness or are homeless who are assisted to secure settled accommodation could still access their services
- Prioritising allocation of bed spaces so we can always help those who have high support needs (only in non-statutory cases - in statutory cases everyone is allocated acommodation where this is needed)

Accommodation for families (Proposal 3)

- Families who are facing homelessness, we will work to accommodate into independent accommodation and only use temporary accommodation when they require additional support (For example; housing-related support, family support, on-site free creche)
- All temporary accommodation for families commissioned by the council will be self-contained
- Supporting Children's Service to provide suitable accommodation when parenting assessments are required

Accommodation for offenders (Proposal 4)

- Personalised housing support plans developed with those due to leave prison or probation accommodation leading to reduced homelessess / increased tenancy sustainment / reduced recidivism
- Specialist offender accommodation reserved for those with a recent offending history (supported by the Police and Crime Commissioner)

Accommodation for young people (Proposal 5)

- Joint assessment and commissioning of housing-related support services for young people (aged 16-24) between Children's & Housing Services
- A wider range of types, and providers of housing support services that can better meet the individual needs of young people

Accommodation for singles (Proposal 6)

- A greater range of accommodation options for single people including options for individuals rough sleeping who do not want to use the current temporary accommodation with support model
- Establish a Housing Company and use right-to-buy receipts to deliver more affordable housing
- Joint working with Public Health & Leicestershire Partnership NHS Trust to deliver Housing First that is integrated with mental health and primary care services. Housing First is a new evidence based approach that aims to provide a stable, independent home and intensive personalised support and case management to homeless people with multiple and complex needs.

Housing-related support (Proposal 7)

- Reviewed existing non-accommodation based housing-related support to establish the amount and types of support that are most effective and new services commissioned to meet identified needs
- Support services available and timely referrals are made to prevent homelessness from occurring, help people transition between accommodation and to sustain their existing accommodation

Support for rough sleepers & repeat homeless (Proposal 8)

- A new transitions service that can support all rough sleepers from the streets to a home
- A range of options available, from Housing First to short-stay accommodation, that meets individual needs to break the cycle of homelessness
- Support for individuals with no recourse to public funds to find a home and employment

Day centres (Proposal 9)

- An analysis of non-accommodation based support services available for homeless people and work with all services providing support in the city to improve coordination and identify what services homeless people value and how they are best delivered
- A new alcohol recovery hub that provides a wider range of activities and services to help people recover from dependence and improve their health and wellbeing

Homelessness Strategy 2018-2023
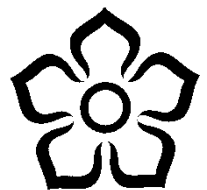
Leicester
City Council

Foreword

Homelessness in modern Britain is not acceptable. Leicester City Council is committed to preventing homelessness and helping people find suitable housing that meets their needs.

This strategy reinforces our commitment to preventing homelessness rather than dealing with households at the point of crisis.

We and our partners have made progress in improving homelessness prevention, and for those where homelessness is not prevented provide quality services. This has been achieved in a context of reduced funding and increasing numbers of people seeking assistance when they are homeless or at risk of homelessness.

The roles of our partners are critical and we recognise all their work in providing accommodation, supporting residents and sustaining tenancies; it is with our partners that we have managed to achieve the success we have.

However, we know that we can still do more and this strategy sets out the actions we will take to help prevent even more people from becoming homeless and increase the support for those who are homeless or at risk of homelessness.

Councillor Andy Connelly
Assistant City Mayor – Housing

Introduction

The Homelessness Act 2002 places a legal requirement on local authorities to undertake a review of homelessness in their area, and develop and publish a strategy to prevent homelessness, based on the findings of the review.

What is homelessness?
People can be homeless if they have nowhere to stay and are living on the streets, they can also be considered homeless even if they have a roof over their head.

Homelessness can include people:
- staying with friends or family (sofa surfing)
- staying in a hostel, night shelter or bed & breakfast accommodation
- squatting
- at risk of violence or abuse in their home
- living in poor conditions that affects their health
- living apart from their family because they don't have a place to live together

Some people consider homelessness, begging and rough sleeping to be the same; this is not the case. People who are involved in street begging are not always homeless, and people who rough sleep are not always involved in street begging, and as the above definition shows homelessness is much wider than just rough sleeping.

This is Leicester City Council's fourth homelessness strategy and it builds on previous progress made. It also recognises the changing national and local context which has brought increased levels of demand and a challenging financial environment.

Our last homelessness strategy focused on preventing homelessness. This approach has delivered excellent results, especially in preventing family homelessness. In 2016/17 over 3,000 households were provided with support to help them maintain their current home or find alternative accommodation.

This strategy will continue to focus on homeless prevention and seek to improve homeless prevention for singles and couples. This is aligned with the Homelessness Reduction Act which aims to ensure a greater focus on the prevention of homelessness and offers some increased protection for single homeless people and couples without dependent children.

The council is committed to investing in early intervention and preventing homelessness where possible. At the time of writing this strategy the council has invested approximately £5.6m a year in housing-related services for people who are homeless and threatened with homelessness.

We will monitor our progress annually and update our action plan annually to ensure we respond to changing local and national pressures.

We are committed to working with Leicester's strong voluntary and community sector to reduce homelessness and to provide the best possible support for those affected by homelessness.

Context and challenges

The homelessness review was carried out in 2017 and included collecting data and evidence and consulting with local people and those involved in delivering services for homeless people or those at risk of homelessness.

Key points:

- **Increasing numbers of households seeking assistance**

  Since 2014/15 there has been a year on year increase in the number of households approaching the council for assistance when they are homeless or at risk of homelessness. From 2015/16 to 2016/17 approaches increased by 30% (863). We expect to see increasing demand for housing and homelessness advice and requests for support.

- **Homelessness preventions have increased**

  The council has been able to respond to the increased numbers of households seeking assistance by increasing homelessness preventions (this work is supported / carried out by a range of internal services and external providers as well as housing options). From 2015/16 to 2016/17 preventions increased by 32% (828). The Homelessness Reduction Act will strengthen advice and assistance options for the single homeless. This will place additional burdens on services that are already under significant pressure due to the increase in presentations for advice and assistance.

- **Level of / awareness / access to support or information could be improved**

  There is little homelessness prevention advice and information available online via the council's website. There also needs to be other access points for those who find it difficult to access services. When individuals are not able to access council funded services (e.g. because they have no local connection, have no recourse to public funds or have previously been excluded from accessing services) relevant information and advice should always be provided. We will work with partner organisations to improve advice and support available.

- **Rental and home ownership affordability is an increasing issue**

  Renting in the private rented sector and home ownership is already unaffordable for many households in Leicester. The overall rate of new housing provision, including affordable housing provision, is not keeping pace with household growth and is failing to reduce housing market pressures.

Local housing allowance rates are set to be frozen at 2015 rates until 2020/21. This and other welfare reforms and increases to the cost of living have, and continue to impact on individuals' ability to sustain a home. We expect these pressures to generate rising demand for housing advice, support and homelessness services in the years to come.

- **Rising levels of rough sleeping**

Like figures nationally, Leicester has seen an increase in rough sleeping. This is a concerning trend. The council's outreach team will try and assist all rough sleepers. There are some that don't wish to access services. We will review our approach and see if there are alternative offers of support that could be provided. We and other partners in the city want to understand the full nature of rough sleeping so appropriate responses can be taken. Several organisations, along with the council, are championing an approach at ending street homelessness in the city.

- **Meeting the needs of individuals with complex / multiple support needs**

Homelessness is not just a housing issue. Many homeless people have complex needs which require a multi-disciplinary approach. We will continue to work with others and seek to forge strong working relationships with a range of services / organisations. We will look to improve and build-upon partnership working with a health and social care services (mental and physical), substance misuse services, employment, training and advice services, criminal justice agencies, benefit support services, asylum and refugees support services, domestic violence support services. Leicester has many excellent services for homeless people that have implemented the governments psychologically informed environments (PIE) guidelines through the Leicester PIE project. We will continue to support this project and this approach.

- **Continuing repeat homelessness of singles & couples**

Breaking the cycle of homelessness is difficult, however by providing joined – up responses and access to support some progress has been made to reducing repeat homelessness. However, there are still a significant number of singles that access temporary accommodation who have previously been in temporary accommodation before. We want to ensure that people who are placed in temporary accommodation get the support needed so they can achieve a positive move-on.

- **Continuing financial pressures / uncertain economic circumstances**

Economic growth has been slow and forecasts suggest uncertainty in the coming years, particularly affected by the decision to leave the European Union. Households on benefits have also been affected by welfare reforms. These have and will continue to have an impact and are a significant risk to the continued success of the prevention of homelessness. Council services are also affected by financial cuts, including housing, which delivers homelessness services. As a result, it is important that we target services

where they are most needed and that homelessness is prevented wherever possible. There are proposals for a new model for funding supported housing from 2019. These are being consulted upon and we are waiting for full proposals. The current proposals are a risk for the future viability of supported housing schemes.

- **Lack of settled affordable accommodation available**

  There is more demand for social housing however there are fewer lettings; therefore, people are waiting longer for a property and some may never be offered accommodation. The lack of settled affordable accommodation available can mean households are placed in temporary accommodation whilst waiting for suitable settled accommodation to be found. To address the numbers of people in temporary accommodation we have to ensure there is a suitable supply of settled accommodation. We have been working with the private rented sector; however, this is becoming increasingly more difficult as rents have increased above local housing allowance rates. We have also adopted the Housing First model (supporting homeless people with high needs of entrenched or repeat homeless to live in their own homes) where 'secure housing is viewed as a stable platform from which other issues can be addressed.'

Our Goals

This strategy will continue to focus on preventing homelessness and breaking the cycle of homelessness. Our strategic aims are:

1. **Anyone at risk of homelessness is aware of and has access to the services they may need to prevent it.**
2. **Provide suitable accommodation and support options for people who are, or who may become homeless.**
3. **Reduce rates of repeat homelessness amongst single people.**
4. **Provide the right support and services so that no person needs to sleep rough in Leicester.**

Homelessness is complex and is affected by national and local circumstances however this does not prevent us from striving to achieve these goals.

The actions we and our partners will take to help deliver these aims are set out in the action plan for this strategy.

Governance of the strategy

The strategy and action plan will be monitored and reviewed annually. A report will be prepared for Housing Scrutiny Commission and actions and performance will be monitored by the Homelessness Reference Group (HRG).

Progress will be monitored by 7 key indicators. These are:

Indicator	2016/17 Outturn
Total number of households approaching housing options for assistance when they are homeless or at risk of homelessness	3,739
% of households prevented from becoming homeless after seeking help at housing options	89.7%
Total requests for assistance: % were someone was placed in temporary accommodation % not placed in temporary accommodation because there was no vacancy	48% 33%
Unique individuals identified by the outreach team (from the Outreach teams snapshot, which is all rough sleepers witnessed sleeping rough between 6am and 8am every Friday morning only)	198
% of unique individuals who have entered commissioned homeless accommodation two or more times within the last two years	43%
% of households achieving independent living following a stay in LCC commissioned temporary accommodation: Families Singles & couples Offenders Young people	91.9% 63.3% 73.4% 75.7%
% of households supported by LCC commissioned floating support services to establish and maintain independent living	96.4%

Action Plan – 2018

Strategic aim 1: Anyone at risk of homelessness is aware of and has access to the services they may need to prevent it

Ref	Action	Target / Outcome	Lead
1.1	Deliver the Homelessness Prevention Trailblazer project with Leicester, Leicestershire & Rutland	Development of homelessness prevention app Introduce one-to-one support service for individuals requiring more support to prevent homelessness Improve awareness and referral routes of homelessness advice Consider opportunities for developing shared housing options for under 35's	LCC - Head of Service Homelessness, Prevention & Support
1.2	Implement the Homelessness Reduction Act	Increased focus on prevention and increased protection for singles and couples	LCC - Head of Service, Homelessness Prevention & Support
1.3	Work with the Think Family programme to identify households at risk of becoming homeless and advise which services could help support the household in sustaining their tenancy	Increase early homelessness preventative work to reduce crisis presentations	LCC - Head of Service, Homelessness Prevention & Support LCC – Head of Service Early Help
1.4	Improve advice / signposting / information available online	Improve information available about homelessness services available across the city, including information for landlords	LCC – Head of Service Homelessness, Prevention Support LCC - Head of Revenues & Customer Support
1.5	Consider opportunities for partnership working e.g. with Leicester prisons through the gate team and a specialist housing prevention officer working with Community Rehabilitation Company & National Probation Service	Improve homelessness prevention for offenders including people on remand Procedure with Leicester prison for providing advice for offenders soon to be released from prison / to take homeless declarations, if required, before day of release	LCC - Head of Service Homelessness, Prevention & Support Governor Leicester Prison DLNR Housing & Welfare Manager Head of Probation Leicestershire
1.6	Targeting discretionary housing payments to prevent homelessness. Consider targeted use for young people when they are looking for or have gained employment	Procedures / programme in place that ensure DHP's are made in cases where this will prevent homelessness	LCC – Head of Service Homelessness, Prevention Support LCC - Head of Revenues & Customer Support
1.7	Work with private rented sector (PRS) landlords to reduce barriers to letting to tenants on benefits / offer tenancies of more than 6mths and develop targeted communications package for PRS landlords	Promote positive impact private landlords can have and how what they do can impact on homelessness	LCC – Head of Service Homelessness, Prevention Support
1.8	Improve interactions with Leicester City Council tenants when they are starting and ending their tenancy	Explore pre-tenancy assessments to identify vulnerable tenants and assess individual housing and support needs Provide appropriate advice and guidance and early housing options advice when tenants give notice	LCC – Head of Service Homelessness, Prevention Support LCC – Head of Service Districts
1.9	Ensure ongoing availability of budgeting support before and after full implementation of universal credit	Support is available to tenants receiving universal credit to manage monthly payments and not fall into rent arrears	LCC – Head of Service Homelessness, Prevention Support LCC - Head of Revenues & Customer Support
1.10	Review triage service for those seeking housing advice against best practice (consider needs of different service users e.g. those with multiple and complex needs /	Increased satisfaction of services users with housing advice availability and ease of access	LCC – Head of Service Homelessness, Prevention Support LCC - Head of Revenues & Customer

Ref	Action	Target / Outcome	Lead
	learning difficulties / mental health issues)		Support
1.11	Extend housing options surgeries at the Dawn centre so these are available 5 days a week	Ensure entrenched homeless people and those leading chaotic lives can access services	LCC – Head of Service Homelessness, Prevention Support
1.12	Distribute links to classroom resources available regarding housing / homelessness to secondary schools / pupil referral units in Leicester	Raise young people's awareness of the causes of homelessness and recognise the circumstances that can lead to homelessness and how to look after their wellbeing and social networks	LCC – Head of Service Homelessness, Prevention Support LCC – Head of Service Raising Achievement
1.13	Consider specialist housing prevention officer/s working with social care & health, domestic violence and children's services cases	Improve joint working between services Benefits achieved with partnership work with hospitals achieved with other services	LCC – Head of Service Homelessness, Prevention Support
1.14	Review existing procedures to ensure, where appropriate, referrals are made to commissioned floating support services	More referrals / raised awareness of commissioned floating support services to aid the prevention of homelessness	LCC – Head of Service Homelessness, Prevention & Support

Strategic aim 2: Provide suitable accommodation and support options for people who are, or who may become homeless.

Ref	Action	Target / Outcome	Lead
2.1	Increase the supply of affordable housing and maximise the use of existing housing stock Impact on the delivery of housing in Leicester	163 completions of new affordable homes (123 for social/affordable rent, 1 for immediate rent and 39 shared ownership Work with partners, private finance companies and subsidiary housing company linked to the council	LCC – Head of Service Capital Investment
2.2	Review existing housing related support services and homeless day centres ensuring it meet anticipated demand and the holistic needs of service users	Meet anticipated demand and the holistic needs of service users	LCC – Head of Service Homelessness, Prevention & Support
2.3	Monitor the impact of the closure of Leicester City Council supported and shared accommodation	Minimise move-on barriers / improve pathways of support	LCC – Head of Service Homelessness, Prevention & Support
2.4	Work and support housing providers to deliver new and needed types of interim or more permanent models of accommodation, including through the use of targeted right-to-buy funding	Increase accommodation options and available accommodation for those at risk of homelessness or homeless	LCC – Head of Service Homelessness, Prevention & Support
2.5	Develop referral routes with Job Centres	Co-located advice point/s (Housing Options & Job Centres) Dedicated DWP homelessness officer / work coaches Improved coordination regarding individuals who have been granted leave to remain LCC tenants at risk of eviction due to non-payment of rent receive home visit from DWP	DWP - District Manager Leicestershire and Northamptonshire LCC – Head of Service Homelessness, Prevention & Support
2.6	Review initiative to provide housing for individuals & families with no support needs to ensure alternatives available rather than be placed in accommodation which offers housing-related support	Minimise the use of temporary accommodation for families with no support needs	LCC – Head of Service Homelessness, Prevention & Support
2.7	Review the multiple service user project to identify any lessons learnt and adopt any positive practice	Identify possible interventions / joint working opportunities to prevent homelessness	LCC – Head of Service Homelessness, Prevention & Support
2.8	Adopt a commitment to prevent homeless which has buy in across all local authority services including the police, criminal justice agencies and health services. Explore	Ensure all partners engage where multi-agency work is required Look for opportunities to increase joint commissioning that takes into account the needs of people using homelessness services	LCC - City Mayor & Assistant City Mayor Housing

	ways to increase partnership working and building support to tackle homelessness	Coordinated approach across the city (involving organisations and individuals) to working together to prevent homelessness in the city	
2.9	Work with Homeless Reference Group members to identify 'activities' provided and consider opportunities to make these available across service providers / agencies	Increase opportunities and range of activities available
Reduce isolation and social exclusion	LCC – Head of Service Homelessness, Prevention & Support
2.10	Review eligibility / prioritisation criteria's for housing related support (temporary accommodation & floating support services)	To ensure they are available for those who most require them, and at a time that these services are needed	LCC – Head of Service Homelessness, Prevention & Support
LCC – Head of Service Districts
2.11	Review referral and placement arrangements for specialist housing related support for offenders	Ensure we prioritise higher need clients (from housing and offending perspective)
Identify appropriate and relevant pathways for all services for homeless offenders	LCC - Head of Service Homelessness, Prevention & Support
DLNR Housing & Welfare Manager
Head of Probation Leicestershire
2.12	Work with accommodation providers to understand the variation in length of stay and any barriers for move-on	Good practice shared between providers and barriers to move-on reduced	LCC – Head of Service Homelessness, Prevention & Support
2.13	Develop a more robust regional local authority approach to those positively exiting temporary asylum accommodation	Reduce crisis homelessness when people are granted leave to remain and leave asylum support service accommodation	LCC – Head of Service Homelessness, Prevention & Support
2.14	Review joint working arrangements with primary care, mental health services, including substance misuse services	Notifications / referrals in place between services and reduce health inequalities of homeless people
The needs of homeless people are considered when commissioning new services
Integrated primary care, mental health and housing services for homeless people and those transitioning from homelessness	LCC – Head of Service Homelessness, Prevention & Support
Leicestershire Partnership NHS Trust
LCC – Head of ASC Commissioning
LCC- Director of Public Health

Strategic aim 3: Reduce rates of repeat homelessness amongst single people

Ref	Action	Target / Outcome	Lead
3.1	Review Housing First initiative with Revolving Door clients to see what lessons can be learnt and see whether this approach could be used more widely	Increased tenancy sustainment and reduced repeat single homelessness	LCC – Head of Service Homelessness, Prevention & Support
3.2	Ensure transitional support is available when needed for people moving out of temporary accommodation	Support available when needed improving tenancy sustainment	LCC – Head of Service Homelessness, Prevention & Support
3.3	Ensure support plans follow individuals through breaks in service	Improved outcomes for clients	LCC – Head of Service Homelessness, Prevention & Support
3.4	Review good practice of all housing support providers to identify if there are key learning points regarding support required that could be rolled out to all service providers	Reduced future repeat homelessness
Good practice shared between providers	LCC – Head of Service Homelessness, Prevention & Support
3.5	Review and improve support available to those who have been repeat single homeless entering settled accommodation	Increased tenancy sustainment	LCC – Head of Service Homelessness, Prevention & Support

Strategic aim 4: **Provide the right support and services so that no person needs to sleep rough in Leicester**

Ref	Action	Target / Outcome	Lead
4.1	Conduct a count of rough sleepers in the city	A clearer picture of the number of rough sleepers in the city	LCC – Head of Service Homelessness, Prevention & Support
4.2	Deliver the Rough Sleepers Programme project with Leicester, Leicestershire & Rutland	Extended (twilight) outreach service available in the city Implement a rough sleeper monitoring IT system	LCC – Head of Service Homelessness, Prevention & Support
4.3	Work with Action Homeless and other organisations as part of the European End Street Homelessness campaign	Bring local people together to find new solutions to end the cycle of homelessness for those sleeping rough in Leicester	Chief Executive Officer Action Homeless
4.4	Work in partnership with the police and community safety team to develop an action plan to tackle prolific and regular begging in the city	Reduction in begging in the city and rough sleeping	Neighbourhood Policing Area Commander Central Leicester LCC – Head of Community Safety & Safer Leicester Partnership LCC – Head of Service Homelessness, Prevention & Support
4.5	Work with UK Visas and Immigration to support LCCs work with migrant rough sleepers	Roles and responsibilities clearly understood and improved working relationships Vulnerable people not eligible for support or housing are not left destitute on the street	LCC – Head of Service Homelessness, Prevention & Support
4.6	Review current procedures / services to ensure support is available for all rough sleepers and consider alterative offers of support to engage all rough sleepers (including those with complex needs and those who have barriers to accessing services)	No new rough sleepers spend a second night rough sleeping and their needs are quickly assessed Individual targeted plans developed for any rough sleeper appearing on the weekly snapshot of rough sleepers	LCC – Head of Service Homelessness, Prevention & Support
4.7	Targeted and focussed communications and initiatives throughout the year to engage the city in ending rough sleeping	Raise awareness of services available for rough sleepers Clear message that street homelessness in modern Britain is not acceptable	LCC – Head of Service Homelessness, Prevention & Support
4.8	Develop an approach for individuals rough sleeping who have no recourse to public funds that provides support with finding a home and employment	Individuals with no recourse to public funds are supported so they no longer rough sleep	LCC – Head of Service Homelessness, Prevention & Support

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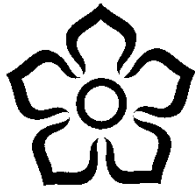
Leicester
City Council

Overview and Select Committee   **05 APRIL 2018**

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Draft Equality Strategy and Action Plan 2018 - 2022
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1. **Purpose of the report**

1.1   To provide an overview of the feedback from engagement with staff, which helped to support the development of the draft Equality Strategy and Action Plan 2018- 2022.

1.2   To request that the Overview Select Committee note and provide comment on the draft Equality Strategy 2018 – 2022 and Action Plan.

2. **Recommendation**

2.1   That the Overview and Select Committee;

a) Note the content of the report and appendices
b) Comment on the draft Equality Strategy 2018 – 2022 and Action Plan

3. **Approach to developing the Strategy**

3.1   The current strategy sets out our approach to meeting the general aims of our Public Sector Equality Duty and also what our equality priorities as an organisation are. Our consideration of key equality priorities or objectives is a specific aim of our Public Sector Equality Duty (PSED). Accompanying our current strategy is an Equality and Diversity Charter which summarises our commitment to equality.

3.2   The approach taken in reviewing and refreshing the strategy (attached as Appendix A) was to consider key contextual factors such as the financial position of the Council; utilise data and evidence such as demographics and the most recent analysis of our workforce; draw on the knowledge and experience of the Equalities Team in their day to day work across the organisation; and importantly to also engage with employees, as their day to day actions shape the extent to which we are able to meet our Public Sector Equality Duty. If we are striving, as an organisation, to seek to continue to address equality and diversity during a continued period of change (the city's changing demography as well as the decreased availability of resources for

service provision), it will be the actions of our workforce in their day to day practice, which will achieve those outcomes. This report includes details of the feedback from staff engagement. Evidence such as the profile of the workforce has been the subject of an earlier report shared with the City Mayor and which went to Overview Select Committee in the autumn and can be found at http://www.cabinet.leicester.gov.uk:8071/documents/g8062/Public%20report s%20pack%20Thursday%2002-Nov-2017%2017.30%20Overview%20Select%20Committee.pdf?T=10

3.3 In addition to this, it is acknowledged that, in order to successfully embed the principles of the Strategy across the organisation, there needs to be some tangible outcomes supported by SMART (Specific, Measurable, Attainable, Relevant, Timely) actions. An action plan which supports the strategy, and is in keeping with the commitments outlined in the charter, has been developed and is presented in Appendix B.

4. Engagement - Staff Sessions, Staff Survey and Divisional Event

4.1 Staff were invited to attend one of five Equality Strategy and Action Plan Workshops. The workshops were spread over two dates and across two venues. They were promoted via face, face for noticeboards, via flyer for those sections of the organisation without access to a PC and via email. In total, 101 staff attended the sessions which were held at City Hall and Beaumont Leys Training Centre.

4.2 Attendees were given context around the work that the Equalities team do, the responsibilities that the Council has legally in terms of Equalities and which characteristics Equalities legislation covers. A warm up exercise was conducted to gather evidence about what attendees felt that Leicester City Council does well in terms of Equalities. The rationale for this was to see whether there was good practise in some areas that could be replicated across the organisation.

4.3 The attendees were then asked the following questions:

Services/ external priorities

- As a service user, or as someone delivering front line services, what are the barriers to the council offering accessible services which are responsive to and inclusive of people's individual needs? (Attendees were then asked to put a tally next to what they thought the top 3 most significant barriers are. The issues which they thought should be prioritised.)

- What can realistically be done to remove or minimise the barriers that you have identified? What resources do we have available to help us do this?

Work force/ internal priorities

- What barriers do you think there are to ensuring that equality is embedded into the workplace?
(Attendees were then asked to put a tally next to what they thought the top 3 most significant barriers are. The issues which they thought should be prioritised.)
- What can realistically be done to remove or minimise the barriers that you have identified? What resources do we have available to us to support this?

4.4 The feedback was organised into general themes and the tallies were used as an indication of the level of priority assigned to each individual point by attendees.

4.5 In addition to the staff sessions, a survey was developed and promoted via face, face for notice boards, email and via the employee groups. The survey was primarily completed online and ran from the 14th November 2017 to the 1st December 2017. There were 43 online responses and 2 paper responses with a spread of respondents from across the organisation and across protected characteristics. The feedback from the survey was analysed in the same way as the feedback from the engagement sessions by organising it into general themes. The themes arising from the responses to the survey largely supported the evidence which was collated via the engagement sessions.

4.6 We also held a 'mini session' replicating the longer staff sessions at the Delivery, Communications and Political Governance divisional event in November 2017. The feedback from this was analysed in the same way as the longer staff sessions by organising the feedback into general themes. The divisional event did not include an opportunity to prioritise the issues in the same way as the staff sessions, due to time constraints. Approximately 110 staff members attended the divisional event.

4.7 The Action Plan takes into account the feedback that was given in the staff sessions, the Delivery, Communications and Political Governance divisional event feedback and the responses to the survey. An overview of some of the key areas of feedback are covered below:

Digital Transformation

4.8 Attendees/ respondents were most concerned by the possible equalities and general implications of digital transformation, 'Channel Shift' and 'hard stops'. Channel shift is about transforming the way that people interact with

the council and is about making greater use of digital channels, such as the website, rather than face to face contact or telephone. The aim is to reduce call volume and repeat calls and encourage self-service online. It is about making it easier for people to interact with the Council digitally. 'Hard stops' refers to those services where the primary method of interaction has been moved online and there is no option to interact via face to face or telephone, unless there is a need to do so because the service user is unable to use digital channels, due to additional needs such as a disability for example.

4.9 Digital transformation was the area that was identified by attendees/ respondents as the biggest area of concern and the largest priority was given to it in the staff sessions (66 tallies). While some attendees/ respondents felt that all service users should be able to contact via a range of channels according to their preference, the majority of comments focused on what the organisation puts into place for those who are unable to access online services, with many comments focusing on possible access issues in relation to the protected characteristics of age and disability. The majority of comments about online services talked about needing to make sure they are as 'accessible' and 'inclusive' as possible to enable people in using digital channels.

4.10 The solutions that attendees/ respondents provided focused on training for staff to both increase their digital skills and to increase their understanding and awareness of what support they can provide to service users and how to provide the support, introducing 'Digital Champions' (particularly in front facing roles in libraries, community centres etc.), better communicating the options that are available to service users, increasing service user involvement, upskilling/coaching service users where possible and appropriate to use digital channels, ensuring that the technology itself is accessible to the widest range of people, and slowing down the transition to online services in order to allow time for cultural change to take place. There were also suggestions to analyse more data by protected characteristic, in order to gain a greater understanding of the impact of moving to online channels as a default.

4.11 Work has commenced with the Digital Transformation team to respond and develop the organisational approach to digital transformation, in light of the feedback.

Accessibility (excluding Digital Transformation)

4.12 Language barriers were raised as a concern and 40 attendees at the staff sessions chose to place it within their top three priorities. The solutions that were offered were to ensure we make use of the Plain English standard for Council forms and documents, provide translations in the most widely spoken languages, provide information in alternative formats, provide

training for staff who speak languages in addition to English to become interpreters, classes and training sessions for service users to complete forms (including online forms), more ESOL (English for Speakers of Other Languages) courses and providing a range of ways for people to learn English e.g. via community groups, conversation cafes, online. There were also suggestions which focused on raising staff awareness of what is available so that they are able to signpost service users to the most appropriate support. As a result of this feedback, the action plan includes an action to undertake a mapping exercise of the language support available within the city in order to identify gaps and to communicate the support available to service users with staff in order that they are able to effectively signpost. The council will continue to provide translation and interpretation in accordance with its agreed policy.

Organisational development and internal culture (including staff training, skills and wellbeing)

4.13   There were several comments about ensuring that the organisational culture is inclusive and that diversity is seen as an asset to the organisation. Some people felt that there was more work to be done to increase awareness and understanding of a wide range of cultures, perspectives and protected characteristics. Some suggestions that were offered were Equality awareness refresher training, promoting dates of significance and associated events that are taking place (internally and in the city) and using case studies or asking people with particular protected characteristics if they would be comfortable in sharing their experiences. There was feedback that, in order to challenge prejudices, biases and even unconscious biases, there needs to be a human element to the experience as attendees/ respondents generally felt that e-learning tends to focus more so on increasing someone's factual knowledge of a subject rather than having the impact that is required to influence peoples' values and behaviours. As part of this, the employee groups were identified as playing an important role. There were also some suggestions about how we can ensure that the employee groups are promoted, particularly to new starters, via induction.

4.14   There were a number of comments specifically about increasing awareness of 'hidden' disabilities such as dyslexia, autism and mental health conditions. Most of these comments were internally focused on the work force's understanding of hidden disability. The suggestions made to raise awareness of these issues focused mainly on communications and training, in addition to increasing managers' understanding specifically in relation to reasonable adjustments. There was also a comment about staff members' learning styles and how this is accommodated in terms of supporting their development.

Employee management

4.15 There was feedback about the importance of managers having an understanding of equalities issues and understanding how this can be applied to their approach. In order to gain a greater understanding of the areas where understanding can be developed, Human Resources will undertake a survey relating to the Dignity at Work Policy.

Policy, practise and workforce representation

4.16 Attendees/respondents generally felt that policies within the organisation are quite good, for example the Dignity at Work Policy and the Health and Wellbeing and Carer's passports. However, there were a number of attendees who fed back that there are sometimes inconsistencies as to how they are applied in different areas. It was also identified that we may not have adequate information about how effectively policies have been embedded and what difference they are making in the workplace, as there is a lack of monitoring in place.

4.17 There were some concerns raised by attendees/respondents in the sessions and via the survey about workforce representation, particularly in terms of representation of BME (Black and Minority Ethnic) officers within senior roles. This is something which was identified in the most recent work force monitoring report and the actions which were identified at this stage have been transferred to the Equality Action Plan. Work force representation was an area where attendees at the staff sessions felt we were doing well in many (but not all) parts of the organisation and particularly in terms of the representation of women in senior roles.

Fostering good relations and external culture

4.18 This was an area where attendees/respondents generally felt that the City Council are doing well. However, some did comment that the diversity of different communities and groups living within Leicester are not always well integrated and that there are some communities who are quite insular. There was a lot of positive feedback about events and festivals which bring people together in the City. Having said this, there was some feedback to suggest that there could be more diversity in the acts at some city council-owned venues. Whilst this is not included in the Action Plan, it will be fed back to the relevant area.

Physical environment, buildings and resource

4.19 There were a number of comments which focused upon physical access to buildings. Where feedback has been given in relation to a specific access issue, this will be raised with facilities management to explore whether there are any feasible options to be able to improve access.

Service Specific

4.20   Service specific feedback will be raised with the relevant areas for consideration.

General Feedback

4.21   There was a significant amount of feedback given which was not in relation to specific protected characteristics. For example, there was feedback about the access to opportunities for staff generally; the availability of training (not specifically equalities training) for all staff; ensuring that managers have the skills to be able to manage staff effectively and the differences in access to IT and emails in different sections of the organisation, which people felt hindered their ability to be able to keep up to date with organisational initiatives and news. Although this feedback was documented and will be fed back to the relevant areas, it has not been used to form the basis of the Equality Strategy and Action Plan which focuses more specifically on those characteristics which are protected under Equalities legislation.

4.22   When feedback is given to staff, following the introduction of the Equalities Strategy and Action Plan, we will also provide information to those who attended the sessions about how their wider feedback has taken into account and who has been made aware of their feedback.

5.   Equality Strategy 2018 – 2022 and Equality Action Plan 2018

5.1   The Strategy and Action Plan have been developed to reflect the feedback received from staff and to reflect current trends and issues, including the current financial context, the possible equalities impacts of Brexit and deprivation including welfare reform.

5.2   The majority of the feedback was consistent with the queries, comments and suggestions that the Equalities Team respond to on a daily basis in supporting the organisation to embed good equalities practise and robustly assess the equalities implications of policy, practise and service change.

5.3   The proposed Equality Strategy 2018 – 2022 Strategy is attached as Appendix A. It sets out our approach for the next four years and covers;

- Scope of the Strategy
- Our vision and values
- Our commitment to equality and diversity
- Our legal responsibilities
- The current context and the challenges that we face as a city
- Our approach to embedding the principles of the strategy across the organisation and how the strategy will be monitored

- Governance arrangements

5.4   The proposed Equality Action Plan 2018 contains SMART (Specific, Measurable, Attainable, Relevant, Timely) actions which will support the organisation in embedding the principles of the Strategy. The Action Plan will be refreshed annually. It is attached as Appendix B.

5.5   The next steps for finalising the Strategy and Action Plan are as follows:

- Final decision by end of April 2018

6.   Financial Implications

6.1   No significant financial implications are expected as a result of this report, although there will be some call on staff time and possibly some very small financial commitments out of service budgets – Colin Sharpe, Head of Finance, ext. 37 4081

7.   Legal Implications

7.1   There are no direct employment legal implications arising from the report – Julia Slipper, Principal Lawyer, ext. 376855

7.2   There are no commercial legal implications arising from the report – Mandeep Virdee, Solicitor (Commercial , Property & Planning Team), ext. 371422

Hannah Watkins
Equalities Manager
Ext 37 5811

Equality Strategy 2018 - 2022

Foreword

We are very pleased to introduce Leicester City Council's new Equality Strategy which sets out our commitment for progressing equality, diversity and human rights in Leicester over the next four years.

The Strategy outlines how we will eliminate unlawful discrimination, advance equality of opportunity and promote good relations between all people regardless of age, disability, race, sex, gender identity, religion or belief, sexual orientation, pregnancy or maternity and marital or civil partnership status.

Leicester is a city with a rich and unique diversity. It is a city where a wide variety of people from different backgrounds live and work together. As a service provider and as an employer, it is crucial that we understand, respect and embrace this diversity.

However, we know that challenges lie ahead. These challenges include cuts to service provision, arising from financial pressures due to reductions in Government funding for local government services, the uncertainty around the possible impacts of Brexit and the pressures of welfare reform in a city which is already ranked as the 21st most deprived local authority in the country and with the rollout of Universal Credit full service planned for summer 2018.

Despite these challenges, we are confident that this new Strategy, and our Equality Action Plan, will help us to advance equality of opportunity; to improve outcomes for local people and to bring about real and lasting change in peoples' lives.

Our aims are to ensure that Leicester continues to be a place where people get along with each other and treat each other with dignity and respect, and to deliver excellent quality services which are inclusive of the needs of different people and communities.

We also know that we need a diverse range of employees who have an excellent awareness of equalities issues and who challenge prejudice and discrimination when they come across it. Equality and diversity is essential to making sure that we are able to attract, recruit, retain and progress the best people and in fostering a positive working environment, where difference is celebrated and valued.

Our Equality Action Plan sets out clearly how we plan to achieve these aims by working collaboratively across the organisation, as well as showing how we will monitor our progress. We have made a commitment to reporting on our progress regularly, in order to make sure that there is accountability for the actions that we have said we will take forward.

We would like to thank everyone who engaged with us to help us to develop the Strategy and Action Plan. We look forward to working together to make further progress in embedding equality and diversity into the work of Leicester City Council, for the benefit of citizens, service users, communities, visitors to Leicester and staff alike.

Equality Strategy 2018 - 2022

Introduction

Leicester City Council has a continuing commitment to protecting the most vulnerable, with a plan to help improve living standards in Leicester, to tackle inequalities and to secure fairness. This continues to build upon the record of Leicester City Council's previous work to advance equality of opportunity, eliminate discrimination and foster good relations across a whole range of protected characteristics, as well as for other disadvantaged or vulnerable groups.

Whilst significant progress has been made to date, we must not become complacent in our ambition to further advance equality of opportunity for the people of Leicester and therefore, this Strategy sets out our approach for the next four years. It covers;

1. Scope of the Strategy
2. Our vision and values
3. Our commitment to equality and diversity
4. Our legal responsibilities
5. The current context and the challenges that we face as a city
6. Our approach to embedding the principles of the strategy across the organisation and how the strategy will be monitored
7. Governance arrangements

Scope

The purpose of this Strategy and the supporting action plan is not to capture everything that the Council does to address inequality, for example in addressing homelessness, child poverty, differences in educational attainment. The ways in which the Council works to address inequalities are reflected in the relevant individual strategies, plans and policies that are in place across the organisation. These specific strategies, plans and policies will themselves have assessed and identified the equality implications and desired equality outcomes that they wish to achieve, as part of the council's Equality Impact Assessment process.

The aim of the Strategy and supporting action plan is to embed good equalities practise across the organisation and to support services to robustly assess the impacts of any changes and to identify and put into place actions which will either reduce or eliminate any negative impacts on people arising from their age, disability, race, colour, ethnic or national origin, gender, gender identity, religion and belief, sexual orientation, marital or civil partnership status.

Our Vision and Values

Leicester City Council's overall vision (aim for the future) for the organisation is driven by values of equality and social justice.

Equality Strategy 2018 - 2022

"Leicester City Council will operate with creativity and drive for the benefit of Leicester and its people."

The values (our principles or standards of behaviour) that enable us to pursue this vision are: confidence, clarity, respectfulness, fairness and accountability. These values set out how we expect to work with each other in the council, with our communities and with our partners and stakeholders.

These values, in turn, reflect our commitment to equality.

Our commitment to Equality and Diversity

Leicester City Council is committed to equality of opportunity, elimination of discrimination and promotion of good relations between all people regardless of age, disability, race, colour, ethnic or national origin, gender, gender identity, religion and belief, sexual orientation, marital or civil partnership status.

We aim to be responsive and open, and to demonstrate both quality and equality to our citizens, to our service users and to our employees. It is our aim to ensure that people can fully participate in and benefit from the social, cultural, economic and environmental quality of life that the city has to offer.

We are committed to promoting equality in respect of:

- **Our role as service provider -** providing a range of facilities and services which meet the differing needs of local people.

- **Our role as employer -** ensuring fair recruitment, having a representative workforce, and providing a working environment that is safe, accessible and free from harassment and discrimination.

- **Our role as community leaders -** through our democratically elected Members, working with communities and partners in the statutory, voluntary and private sectors to improve quality of life for the people of Leicester.

Our legal responsibilities

The Equality Act 2010 (Service Provision)
Section 149 of the Equality Act 2010 (Public Sector Equality Duty) requires the council, in the exercise of its functions, to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The protected characteristics covered by the Public Sector Equality Duty are:

- Age
- Disability
- Religion and belief
- Gender reassignment
- Marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour or nationality, religion or belief
- Sex
- Sexual orientation

The general duty supports good decision-making by requiring public bodies to consider how different people will be affected by their functions, helping them to deliver policies and services which are efficient and effective, accessible to all and which meet different people's needs.
The public sector equality duty is made up of the general equality duty above and is supported by specific duties.

The specific duties require public bodies:

- to publish relevant, proportionate information demonstrating their compliance with the Public Sector Equality Duty
- to set themselves specific, measurable equality objectives it thinks it should achieve to meet Section 149 (the general aims of the Public Sector Equality Duty)

The Equality Act 2010 (Employment)

Leicester City Council also has legal responsibilities as an employer.

Our legal responsibilities, as set out in statutory codes of practise, help us to make sure that people with the protected characteristics set out in the Act are not discriminated against in employment, when seeking employment, or when engaged in occupations or activities related to work.

Equality Strategy 2018 - 2022

There are also some provisions in the Act relating to equal pay between men and women. These provisions aim to ensure equality in pay and other contractual terms for women and men doing equal work.

The Human Rights Act 1998

The Human Rights Act 1998 protects the fundamental freedoms of everyone in the United Kingdom. It acts to ensure that public authorities, such as Leicester City Council, treat everyone with dignity, respect and fairness. It also protects people's right to express their thoughts and ideas openly and to peacefully protest if they disagree with government policies or actions.

The articles of the Human Rights Act 1998 are:

- Article 2 Right to life
- Article 3 Freedom from torture and inhuman or degrading treatment
- Article 4 Freedom from slavery and forced labour
- Article 5 Right to liberty and security
- Article 6 Right to a fair trial
- Article 7 No punishment without law
- Article 8 Respect for your private and family life, home and correspondence
- Article 9 Freedom of thought, belief and religion
- Article 10 Freedom of expression
- Article 11 Freedom of assembly and association
- Article 12 Right to marry and start a family
- Article 14 Protection from discrimination in respect of these rights and freedoms
- Protocol 1, Article 1 Right to peaceful enjoyment of your property
- Protocol 1, Article 2 Right to education
- Protocol 1, Article 3 Right to participate in free elections
- Protocol 13, Article 1 Abolition of the death penalty

Everyone who works for a public authority must act in a way that is compatible with the Act. By providing services in a way that is consistent with the Act, Leicester City Council not only meets its duties, but can make a positive difference to people's lives.

The current picture

The challenges we, as a city, face

We face many challenges in the next few years. The challenges detailed within this section of the strategy have provided us with the context to help us to focus our equalities strategy and objectives over the next four years.

Equality Strategy 2018 - 2022

Financial Pressures

The council is continuing to make budget cuts to our service provision because of continuing reductions in Government funding for local government services. The Council is enduring the most severe period of spending cuts ever experienced. On a like for like basis, government grant has fallen from £289.2m in 2010/11 to an estimated £167.0m by 2019/20. As a consequence of these cuts, the Council's budget (on a like for like basis) has fallen from £355.7m in 2010/11 to an estimated £280.5m in 2019/20. Despite this, spending on social care is demand led, and numbers of older people requiring care and looked after children have increased over this period. As a consequence, spending on all other services will fall from £192m to an estimated £85m. We know from reports of the Institute of Fiscal Studies and our own analysis that government cuts have disproportionately hit the most deprived authorities (such as Leicester).

Since 2014/15, the Council's approach to achieving these substantial budget reductions has been in-depth review of discrete service areas (the "Spending Review Programme"). The approach has been to build up reserves, in order to "buy time" to avoid crisis cuts and to manage the Spending Review Programme effectively. This approach has helped us to continually postpone the maximum impact of government cuts. Since 2016/17, however, budgets have planned to take money from reserves rather than add to them. Reserves are consequently running out.

Because of the spending review approach, the Council has been able to balance the budget in 2018/19, making use of most of the remaining reserves. However, the outlook beyond 2018/19 is extremely difficult, as reserves will inevitably run out before 2020. Medium term budgets cannot be balanced without additional, deep, cuts. Therefore, a further round of spending reviews has commenced. This has allocated target savings of £20m across departments, and work to identify and achieve this level of saving is taking place.

These cuts will be difficult. We continue to face growth in social care costs, and it is possible that these services will consume an increasing proportion of the budget. Government intentions for social care funding beyond 19/20 are not known.

Budget cuts, as a result of the financial pressures arising from a reduction in funding, are likely to have significant equalities implications which will need to be continually assessed as part of the Spending Review Programme.

The impact of Brexit

Leaving the EU does not affect our rights under the European Convention of Human Rights, as this comes from the Council of Europe, not the European Union (EU). The UK will still be bound by the European Convention of Human Rights and people will

still be able to bring cases to the European Court of Human Rights in Strasbourg. In addition, the European Convention of Human Rights will still be integrated into UK law under the Human Rights Act 1998, which means that people will still be able to make a formal complaint in UK courts if they think that their convention rights are being breached. Although, Brexit will not have a direct impact in this respect, leaving the European Union might make it easier for the UK to withdraw from the European Convention of Human Rights in the future.

Generally, the impact of Brexit will depend on the laws that are passed after Britain's exit from the EU. Many protections in EU law have already been written into UK law by legislation. This will stay the same unless the legislation is withdrawn by Parliament.

The Government published a White Paper on a Great Repeal Bill on 30 March 2017[1]. The White Paper provides some further information about how equality and human rights concerns will be addressed:

- existing EU law in place at the point the UK leaves the EU will be preserved 'wherever possible'
- the protections in the Equality Acts 2006 and 2010 will be retained after we leave the EU
- worker's rights that arise from EU law will continue to be available in the UK
- current European Court case law will be preserved, but the Bill will not provide any role for the European Court in the interpretation of new laws and will not require our courts to consider future European Court's case law
- the Charter of Fundamental Rights will be removed from UK law

If the above are brought into law, many existing protections under EU law will be maintained.

Non-discrimination in employment on grounds of sex, race and disability and non-discrimination in the provision of goods and services already existed in UK law and the Public Sector Equality Duty comes from domestic law.

Therefore, the most significant effect of Brexit on equality and human rights are likely to be:

- the loss of the Charter of Fundamental Rights (which includes some rights that are not included in the Human Rights Act, for example the general right to non-discrimination and the rights of a child.) The Charter provides a more robust way of enforcing human rights, in some instances, than the Human Rights Act.

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[1] Department for Exiting the European Union (2017, May 15) The Repeal Bill: White Paper. Retrieved from https://www.gov.uk/government/publications/the-repeal-bill-white-paper [Accessed 2017, December 05]

- the loss of the assurance for equality rights which has been provided by EU law. As a result of Brexit, a future government could seek to pass laws which retract or weaken our current rights[2].

Brexit and equalities related employment rights

In terms of equalities related employment rights, e.g. maternity, parental leave rights, the UK already gives employees greater rights than the minimum required by EU law. Therefore, the consequences for UK employment law of Brexit are unlikely to be significant in the short term, given the complexities involved and the uncertainty it would bring. Any changes to employment law are likely to be slow and incremental.

Brexit and broader equality issues

There are broader equalities issues arising from Brexit, for example there may be impacts arising from changes to immigration and the principle of free movement of people and there may be impacts in relation to the withdrawal of European funding from third sector organisations. There was also an increase in reported hate crime following the EU referendum (reports of hate crime in Leicestershire almost doubled in the weeks following the referendum). It may be the case that there are further fluctuations in the levels of hate crime, particularly at the point at which Britain leaves the European Union.

Deprivation including welfare reform

The UK is one of the most unequal industrialised countries[3]. The wealthiest 1, 000 families have a combined wealth of £658bn, up almost 15% from last year, representing 6% of total UK wealth of £11.1tr. The general backdrop of increasing reliance on food banks, rising homelessness, differences in educational attainment for some young people and the Grenfell tragedy has increased focus on widening social inequalities in UK society.

Many Leicester residents continue to experience deprivation and the city is ranked as the 21st most deprived local authority in the country and is the 14th most deprived local authority of the 152 upper tier authorities. This is exacerbated by the ongoing implementation of the Government's welfare reforms which continue to reduce the incomes of many households in the city.

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[2] The Equality and Human Rights Commission (2017, July 20) What does Brexit mean for equality and human rights in the UK? Retrieved from https://www.equalityhumanrights.com/en/our-human-rights-work/what-does-brexit-mean-equality-and-human-rights-uk [Accessed 2017, December 05]

[3] The Sunday Times Rich list 2017 (2017, May 21) Rich List 2017 The Division of Wealth. Retrieved from https://nuk-sto-editorial-prod-staticassets.s3.amazonaws.com/SundayTimesGraphics/Rich-List/2017/rich-list-2017/division-of-wealth/index.html [Accessed 2017, December 20]

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The Equality and Human Rights Commission research report [4] on the impact of tax and welfare reforms between 2010 – 2017 summarises the first set of results from a research project which looks at the effect of tax, welfare, social security and public spending.

The report focuses on protected characteristics, as set out in the Equality Act 2010, as well as other categories.

The evidence from the investigation shows that the reforms will actually boost the incomes of the top fifth of those surveyed, while substantially reducing those in the bottom half. In cash terms, those in the bottom half of income distribution, lose more than those in the top 10 per cent. The findings to date show that the contrast is even more striking for policy decisions taken in the 2015-17 Parliament, with many of the impacts expected still to come.

Overall the analysis, while subject to further refinement, shows clearly that a range of people who share certain protected characteristics will be significantly adversely impacted by the reforms. In particular, Ethnic minority households will be more adversely impacted than White households, with average losses for Black households about 5% of net income, more than double that for White households.

In addition, households with one or more disabled member will be significantly more adversely impacted than those with no disabled members. On average, tax and benefit changes on families with a disabled adult will reduce their income by about £2,500 per year; if the family also includes a disabled child, the impact will be over £5,500 per year. This compares to a reduction of about £1,000 on non-disabled families.

In terms of gender, women lose more than men from reforms at every income level. Overall, women lose around £940 per year on average; more than double the losses of around £460 for men.

The biggest average losses by age group, across men and women, are experienced by the 65-74 age group (average losses of around £1,450 per year) and the 35-44 age group (average losses of around £1,250 per year).

With this evidence in mind, it is important to acknowledge that one of the challenges which Leicester will be facing from 2018 is the rollout of Universal Credit full service. The introduction of Universal Credit Full Service is one of the biggest changes to the benefits system for working age people in the last 30 years. The change to the system brings together the main six working age benefits (Job Seekers Allowance

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[4] Equality and Human Rights Commission Research report, Distributional results for the impact of tax and welfare reforms between 2010-17, modelled in the 2021/22 tax year Interim findings, November 2017 Jonathan Portes, Aubergine Analysis and King's College London, Howard Reed, Landman Economics. Retrieved from https://www.equalityhumanrights.com/sites/default/files/impact-of-tax-and-welfare-reforms-2010-2017-interim-report.pdf [Accessed 2017, December 20]

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(JSA) Income Support (IS) Employment Support Allowance (ESA) /Working and Child Tax Credits and Housing Benefit (HB) under one combined Universal Credit (UC) and will affect approximately 20,000 Leicester residents. One of the main challenges which Universal Credit poses (in addition to the possible financial pressures on claimants) is the requirement for claimants to fill out their application for Universal Credit online.

Demographic changes, new arrivals and 'hard to reach' communities

Public Health England's Profile of Migrant Health Data in the East Midlands (2016) showed that Leicester has the largest long term, non-UK born population in the East Midlands. The City continues to become more diverse, in part due to inward migration.

There are at least three different groups of recent, new arrivals; the asylum seekers and refugees from Afghanistan, the Balkans, Iran, Iraq, sub-Saharan Africa and Turkish Kurds who first began to arrive in the 1990s, economic migrants arriving primarily from Eastern Europe and people from a Somali background who arrived from Sweden, Denmark and the Netherlands in the 2000s.

There has been a degree of unpredictability in the number of people seeking asylum in Leicester, however we do know that the numbers are increasing. In 2016, there were consistently more than 1,000 asylum seekers in the City. Although a significant proportion of migrants become long term Leicester residents, there is a relatively high rate[5] of short term migration and turnover of new arrivals[6]. 10% of non-UK born migrants who are residents of Leicester have been living in the city for less than 2 years. It is also estimated that there could be as many as 3,000 'hidden' people living in the city, many of whom will be failed asylum seekers or illegal immigrants but could include people who have been trafficked.

Leicester has a particular issue with English language skills with 7.5% of people who cannot speak English well or at all, compared to an average of 1.4% across the East Midlands.

All of these factors mean that it is important that we are flexible in our approach to delivering services and are able to respond to the fluctuating diversity of the population of Leicester.

How will we respond to the challenges?

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[5] Public Health England, 2016, ibid
[6] British Medical Association (BMA), 2002. Asylum seekers: meeting their healthcare needs. London: British Medical Association.

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The challenges that the city faces, in terms of the financial context, deprivation and demographic changes require the council to be strategic in its role as community leader and service provider, prioritising and allocating available resources to best meet identified local needs. Underpinning these decisions will be consideration of equality implications of those residents affected by our decisions, as reflected in our statutory Public Sector Equality Duty.

In terms of the possible impacts of Brexit, Leicester City Council will continue to assess the possible impacts, as the negotiations to leave the European Union progress and following Britain's exit from the European Union, in order to respond appropriately to any issues that arise locally.

A significant amount of work has already been done to prepare for the rollout of Universal Credit full service. Leicester City Council are committed to continuing to assess the impacts as Universal Credit full service is rolled out. Leicester City Council is committed to putting mitigations into place, where possible, to reduce any negative impacts arising from the rollout of Universal Credit full service, as far as the constraints of the system and the council's remit will allow. This will include working to increase the digital skills of residents living in the City and ensuring that people are signposted to the information and support that they require.

Whilst the purpose of this Strategy and the supporting action plan is not to directly address all of the inequalities which may exist, the aim is to embed good equalities practise across the organisation and to support services to robustly assess the impacts of any changes and to identify and put into place actions which will either reduce or eliminate any negative impacts on people who have any particular protected characteristic.

Despite the challenges that we face, the city of Leicester is one of the most diverse cities in the country, and the council seeks to understand and engage with its diverse communities to ensure that it is able to address their continually changing needs over time. We are proud of and actively celebrate our city's diversity.

Our approach

Equality and Diversity Charter

Our **Equality and Diversity Charter** outlines the commitments that Leicester City Council has made to achieve the general aims of advancing equality of opportunity, eliminating discrimination and to developing positive community relationships. It sets out what residents can expect from us in our day to day practise. Our day to day contact with service users, local residents and visitors to the city will determine how well we as a city and as a council understand, respect and respond to their diversity.

Equality Strategy 2018 - 2022

- We are proud of, and celebrate, our city's diversity.
- We recognise that people have differing needs.
- When allocating resources we will be clear on how we have prioritised individual and community needs.
- We will treat people with respect.
- We will provide accessible information on our services, community activities and events we support.
- We will aim to deliver services that are accessible and culturally appropriate to those using them.
- When making important decisions about local public services we will engage with local residents and communities.
- We will work with our employees to ensure that equality is embedded in the workplace.
- We have developed this equality and diversity strategy which reflects this commitment.

Priority Areas for work

In addition to the general commitments made in the Equality and Diversity Charter we have identified **four priority areas** to focus on over the coming four years.

The action plan does not contain everything that the Council hopes to achieve over the coming year and does not cover activities which we would consider to be 'business as usual', but rather highlights areas of priority which need a more specific focus and identifying ways in which we can further embed good equalities practise across the organisation.

1. **Design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities in Leicester**

This means that we will work to make sure that we meet the needs of people living in Leicester across all protected characteristics. One specific area of work which we would like to focus on is making digital technology more accessible to people who experience barriers in relation to a protected characteristic (for example, a disability, their age or people for whom English is not their first language) by ensuring that the technology that the City Council uses is designed in an accessible way and by supporting people to develop basic IT skills.

Although we have identified areas which require a greater focus under this priority, the Strategy and supporting action plan does not capture everything that the Council is doing which might help to address inequalities, for example work on educational attainment, child poverty and homelessness. There are a range of strategies, plans and policies in place to support a range of areas of work which

work to address inequalities which have taken into account the equalities implications and desired equality outcomes via an Equality Impact Assessment.

2. **Raise awareness of equalities issues and tackle prejudices, both internally and externally**

This means that we will work to increase peoples' knowledge and understanding about specific equalities issues. We want to focus on areas where there may be a stigma attached or areas where people don't always realise that they are protected by the law, for example, hidden disabilities and mental ill health. We will work with staff, members of the public, service users, community groups and voluntary sector organisations to achieve this.

3. **Attract, recruit, retain and progress a diverse range of employees in a culture which celebrates diversity and inclusion**

This means that we will look at how we make sure that we have people with a diversity of different characteristics and backgrounds working for the City Council. Having a diverse work force is important to make sure that we represent the people that we serve. The council also benefits from being able to draw upon a range of different approaches and points of view. One area that we would like to focus on is making sure that there are people with a diversity of different characteristics and backgrounds in Senior leadership positions within the Council. We will also prioritise our work to improve the retention of younger people employed by the Council, particularly through our graduate and apprenticeship level entry schemes and are committed to supporting looked after children into employment, as part of our corporate parenting responsibilities.

4. **Provide a working environment where employees are treated with fairness, dignity and respect**

This means that we will promote a culture where positive relationships are built and where people are confident to be themselves and are supported to develop their full potential. It is also about making sure that the work environment is free from any bullying and negative behaviour. One area that we would like to focus on is further embedding the [Dignity at Work Policy](#) across the organisation.

Embedding the strategy

The four priority areas identified above are supported by an **Action Plan** which contains SMART actions [insert link to action plan]. Each action is assigned a 'Lead Officer' who is accountable for implementing the action and providing progress updates. Many of the actions require collaboration across a number of service areas.

Equality Strategy 2018 - 2022

The action plan will help us to make progress in our priority areas and to embed the principles of the Strategy across the organisation. Quarterly monitoring of progress against the action plan will be submitted to the Director of Delivery, Communications and Political Governance and the Assistant City Mayor for Communities and Equalities. An annual report will be provided to the Executive and Scrutiny which will detail progress against the previous years' action plan and with an updated action plan with new areas for work and specific actions identified for the forthcoming year.

We will also continue to produce and publish an annual workforce report setting out the profile of our workforce across a range of protected characteristics, including comparisons against other local authorities where appropriate and highlighting year on year trends. In addition, we have a duty to publish information on the gender pay gap annually.

Governance

The City Mayor and the Executive provide the strategic direction for the council's equality and diversity policies and practices. The Assistant City Mayor for Communities & Equalities has a specific responsibility to ensure that equality is embedded in all the work of the council and to champion the work of the council's employee equality groups.

The Corporate Management Team maintains a corporate overview of the implementation of the council's equality and diversity policies and practices and approves operational proposals for new equality and diversity practice.

The Overview Select Committee regularly reviews actions undertaken by the council in meeting its Public Sector Equality Duty and on occasion, establishes specific task forces to examine particular issues in depth.

All decision-making reports contain an equalities implications section to highlight issues for consideration by those making the decisions and by those reading about the decisions being made.

Priorities

P1   Design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities in Leicester

P2   Raise awareness of equalities issues and tackle prejudices, both internally and externally

P3   Attract, recruit, retain and progress a diverse range of employees in a culture which celebrates diversity and inclusion

P4   Provide a working environment where employees are treated with fairness, dignity and respect

Appendix D3

Priority 1: Design, commission and deliver services that are accessible, inclusive and responsive to the needs of people and communities in Leicester

Ref	Desired Outcome	Action	Lead Service Area	Lead Officer	Supporting Services	How will we measure success?	Update Oct 18	RAG	Update Apr 19	RAG
1a	Staff have the skills and awareness to be able to support digital inclusion for service users from across all protectecd characteristics, with a particular focus on service users who are older aged, have a disability or English is not their first language. Services are supported through digital change and being inclusive.	Provide training to key staff on IT and digital inclusion. Develop a 'digital champion' role and identify 'digital champions' within the organisation who will sit on a Digital Transformation Change working group that will work with the Digital Transformation board. Develop volunteering opportunities possibly in partnership with VCS organisations e.g. Leicestershire Cares, Age UK for LCC staff to support service users with learning basic IT skills.	Digital Transformation/ Smart Cities and Equality Team	Hannah Watkins	Equality Team	Frontline staff in Customer Service Centre, libraries and neighbourhood centres have received training in basic IT skills and digital inclusion. There is at least one digital champion in each service area where there is a digital transformation project. 30 LCC staff have used their volunteering day to support older people, people who have a disability or those for whom English is not their first language to learn basic IT skills.				
1b	There is volunteer capacity in the community to support the digital inclusion agenda.	Work with community groups and charities who have identified digital inclusion as a priority area of work to develop a volunteer digital champions role. Set up a volunteer digital champion and service user group to act as a critical friend in providing feedback on Digital Transformation projects. Explore opportunities for digital inclusion projects which meet the aims of the PSED to be funded via crowdfunding platform Spacehive.	Voluntary & Community Sector Engagement Manager, Digital Transformation/ Smart cities	George Ballentyne	Equality Team and Adult Learning	There is a volunteer digital champions and service user group who act as a critical friend in relation to Digital Transformation projects. There is community interest in taking forward a digital inclusion project which meets the aims of the Public Sector Equality Duty. We have promoted digital inclusion projects at National Local Charities Day Dec 2018.				
1c	Staff are able to signpost new arrivals and other Leicester residents who do not speak English to where they are able to learn English in a variety of different ways e.g. conversation cafes, online	Information gathering exercise to establish what is available in the city (including third sector offer). Raise awareness with staff about the support available.	Equality - Internal offer, Voluntary and Community Sector Engagement - External offer	Hannah Watkins (internal) George Ballentyne (external)	Communications, Community Languages	We know what language support is available across the city and we have promoted this to staff in order that they are able to signpost effectively.				
1d	Managers can confidently and robustly assess the equalities impacts of service change, are able to identify mitigating actions where needed and are able to implement mitigating actions effectively	Introduce an improved equality toolkit which covers general equality and diversity awareness, demographics of Leicester, Equality Monitoring, Equality Impact Assessment, Equality in Procurement. Work with OD to identify training needs - e.g. deliver Equality Impact Assessment Workshops	Equality Team	Surinder Singh	Organisational Development	Feedback from managers about the usefulness of the toolkit. Feedback from managers about effectiveness of training/ workshops. Annual assessment of implementation and effectiveness of mitigating actions identified in Equality Impact Assessments reported to CMT.				
1e	There is good quality and consistent equality monitoring information available to use for service improvement and in assessing the impacts of service change	Develop and implement a best practise approach to Equality Monitoring, including an updated Equality monitoring template and guidance.	Equality Team	Hannah Watkins	HR Policy and Projects, Communications	Managers are aware of the changes. Equality monitoring is updated as appropriate. Feedback from services who have implemented the best practise approach.				

| 1f | Relevant services (e.g. leisure centres, school admissions) are equipped to meet the need of transgender service users/ pupils | Engage with relevant service areas and HR Policy and Projects to develop a policy and guidance. | Equality Team | Sukhi Biring | HR Policy and Projects | Policy and guidance implemented in relevant service areas by April 2019 |

Priority 2: Raise awareness of equalities issues and tackle prejudices, both internally and externally

Ref	Desired Outcome	Action	Lead Service Area	Lead Officer	Supporting Services	How will we measure success?	Update Oct 18	RAG	Update Apr 19	RAG
2a	Staff understand how to communicate in 'Plain English', are aware of the interpretation and translation policy and know how to access translation and interpretation for service users	Raise awareness of language line via comms article in face and promote the new Plain English e-learning	Communications	Dan Walton	Equality Team, Organisational Development	Quarterly communication about language needs, use of plain English and translation and interpretation service				
2b	Staff and members of the public have a greater awareness and understanding of hidden disability	Internal campaign and external social media campaign has been run to raise awareness of hidden disability: 1. Autism Awareness Week 26th March -2nd April 2018, 2. Mental Health Awareness Week 14th - 20th May 2018, 3. Deaf Awareness Week 15th - 21st May 2018, 4. National Diabetes Week 11th - 17th June 5. Dyslexia Awareness Week 1st - 7th October 2018, 6. Crohns and Collitis Awareness Week 1st - 7th December 2018.	Communications and Equality Team	Surinder Singh	Communications, Disabled Employees Group, Mental Health and Wellbeing Group	Internal communications on each hidden disability to raise awareness. Social Media Communications to replicate and raise awareness.				
2c	Staff have a greater awareness and understanding of trans issues and managers are equipped to support trans employees	Implement and promote Transgender Policy and Guidance inc. transitioning template. Promote trans awareness e-learning.	Equality Team	Sukhi Biring	HR Policy and Projects, Communications, LGBT Employee Group, Organisational Development	Transgender policy and guidance has been implemented and promoted. Trans awareness e-learning has been promoted and at least 100 staff members have completed the training.				
2d	We have played a role in fostering good relations by raising awareness and tackling prejudices	Pilot a Human Library Event (http://humanlibrary.org/) for staff to attend (with the view to holding further events which are open to the public, voluntary and community sector organisations to attend in the future if successful).	Equality Team	Hannah Watkins	Communications, Disabled Employees Group, Mental Health and Wellbeing Group, Community and Voluntary Sector Engagement	Feedback about the event from those attending.				

Priority 3: Attract, recruit, retain and progress a diverse range of employees in a culture which celebrates diversity and inclusion

Ref	Objective	Action	Lead Service Area	Lead Officer	Supporting Services	How will we measure success?	Update Oct 18	RAG	Update Apr 19	RAG
3a	We have good quality information about our workforce which enables us to take appropriate action to make improvements in areas where we notice that there are issues with attracting, recruiting, retaining and progressing people with particular protected characteristics.	Implement new 'best practise' Equality Monitoring questions in recruitment portal and SAFE system (MyView). Write an article about why equality monitoring in employment is important. Once this has been achieved, promote in face and via employee groups to encourage staff to complete.	Equalites Team	Hannah Watkins	Human Resources Recruitment and Organisational Development, employee groups, Communications	New questions have been implemented on Recruitment Portal and SAFE (MyView). A communication has gone out in face. There has been an improvement in the levels of declaration.				
3b	There is a proportionate representation of BME employees in Senior posts.	Undertake recruitment analysis to understand the split of white/BME employees during recruitment. Develop diversity awareness training offer to managers, particularly around preconceptions, stereotypes, unconscious bias and mitigating affinity.	Organisational Development	Owain Turner	Equality Team	Longer term, the gap between the 63/35% split of white/BME employees during recruitment will have reduced to more accurately reflect the demographics of Leicester.				
3c	We understand the impact of recruitment to senior posts from outside of the city (where there is a lower concentration of BME people than in the city) on the representation of BME employees in senior posts	Investigate the impact of recruitment to senior posts from outside of the city (where there is a lower concentration of BME people than in the city) on the representation of BME employees in senior posts	Organisational Development	Owain Turner	Equality Team	The impact of recruitment to senior posts from outside of the city (where there is a lower concentration of BME people than in the city) has been investigated and we have a greater understanding. We have identified a target for BME representation in Senior posts, which takes the findings into account.				
3d	We support the authority's commitment to improving employment opportunities for Looked After Children	Implement a guarentee that all Looked After Children (LAC) will have an interview when applying for apprenticeship roles within the organisation when they have successfully undertaken a Traineeship. Increase the opportunities for LAC and care leavers, particularly those who are NEET (Not in Employment, Education or Training), to benefit from work experience and other employer/employability related activities within the city council in order to help their awareness of options and 'work ready' skills.	Organisational Development, Post 16 Looked After Children Team, Connexions	Craig Picknell, Joanne Ives	Human Resources Recruitment	All LAC are guaranteed an interview when applying for apprenticeship roles within the organisation when they have successfully undertaken a Traineeship. We have considered other ways in which to increase the opportunities for LAC to benefit from work experience and other employer/employability related activities within the city council and implemented specific actions to achieve this.				

3e	There is a greater representation of young people in the workforce longer term.	Continue work with the Young Employees Network, to develop an 'entry to employment offer' and to consider how we can retain graduates and apprentices post placement. Continue work on the workforce strategy which will underpin more detailed workforce planning across each department. This will consider issues such as hard to recruit / retain posts and ways of effectively succession planning for future workforce needs.	Organisational Development	Craig Picknell	Young Employees Network	We will have worked with service areas as part of workforce planning to identify potential opportunities and create meaningful measures. These measures will be used to identify if we are achieving in creating opportunities for young people within LCC, retaining them into full time employment and, as a result, supporting in filling talent shortages, hard to fill posts and 'growing our own' talent within LCC. It will also ensure we are getting the most out of the Apprenticeship Levy.
3f	Recruitment processes are robust from an Equalities perspective and are free from unlawful discrimination	Undertake a review of job descriptions and recruitment processes, from an equalities perspective. Identify improvements to be implemented.	Equality Team	Hannah Watkins	Human Resources Recruitment	A review has been undertaken, improvements identified and implemented. Mechanisms for monitoring the effectiveness of any changes have been identified.

Priority 4: Provide a working environment where employees are treated with fairness, dignity and respect

Ref	Desired Outcome	Action	Lead Service Area	Lead Officer	Supporting Services	How will we measure success?	Update Oct 18	RAG	Update Apr 19	RAG
4a	The Dignity at Work Policy has been embedded, managers are confident to respond to bullying and harrassment and the policy is used consistently. We have an understanding of bullying and harrassment within the organisation and respond to it effectively.	Conduct a Dignity at Work staff survey and identify SMART actions to respond to the evidence.	HR Policy and Projects	Parveen Atwal	Equality Team , Employee Groups	A staff survey has been conducted and we have a greater understanding of where issues lie and that actions that can be taken to make improvements. SMART actions for further work have been identified.				
4b	Managers understand their responsibilities in relation to equality and diversity and take action to meet their responsibilities	Develop a diversity awareness training offer to managers. Develop a champion role for manager's who can provide advice and support to other managers in relation to the use of both the Health and Wellbeing Passport and the Carer's Passport. Pilot a Reverse Mentoring or 'walk in my shoes' buddy scheme where Senior Managers are mentored by Employee Group Members.	Equality Team	Hannah Watkins	Organisational Development, Employee Groups	There is a diversity training offer in place.There is a 'Passport champion' in each division. A 'Reverse mentoring' scheme has been piloted and feedback gained from participants.				
4c	Staff are aware of the support that is available to them	Clarify and promote the Time off for Dependents Policy. Promote the Health and Wellbeing and Carer's Passports and other initiatives more widely via face, face for noticeboards, employee groups. Use case studies to illustrate and promote how passports can be used to achieve positive outcomes. Promote Employee Groups.	Equality Team	Sonya King	Communications, HR Policy and Projects and Employee groups	Communications have gone out to staff about the Time off for Dependents Policy and about the Passports (inc case studies). There is staff feedback, employee group feedback which suggests that staff are more aware of the support that is available to them. Employee Groups have a brochure to make available to staff without PC or who need a paper version and the groups have been promoted electronically.				

Employee Absence Reduction Project

Background – Existing arrangements

- Current absence policy implemented April 2015. Allowed greater flexibility and removed 'triggers'.

- Range of health and wellbeing support – confidential counselling (Amica), Musculoskeletal Injury & Rehabilitation Service (IPRS), Occupational Health, stress awareness courses, stress support plans, mental health first aiders

- Monthly absence data for managers

- HR support for managing individual cases

- Pay during absence – 6 months full-pay, 6 months half-pay

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Background – absence levels

- 2016/17 absence was 12.75 days per FTE reduced from 13.72 in 2015/16. Remaining above upper tier authority average of 9.4 days

LGA single/upper tier average - **9.4 days (2016/17)**
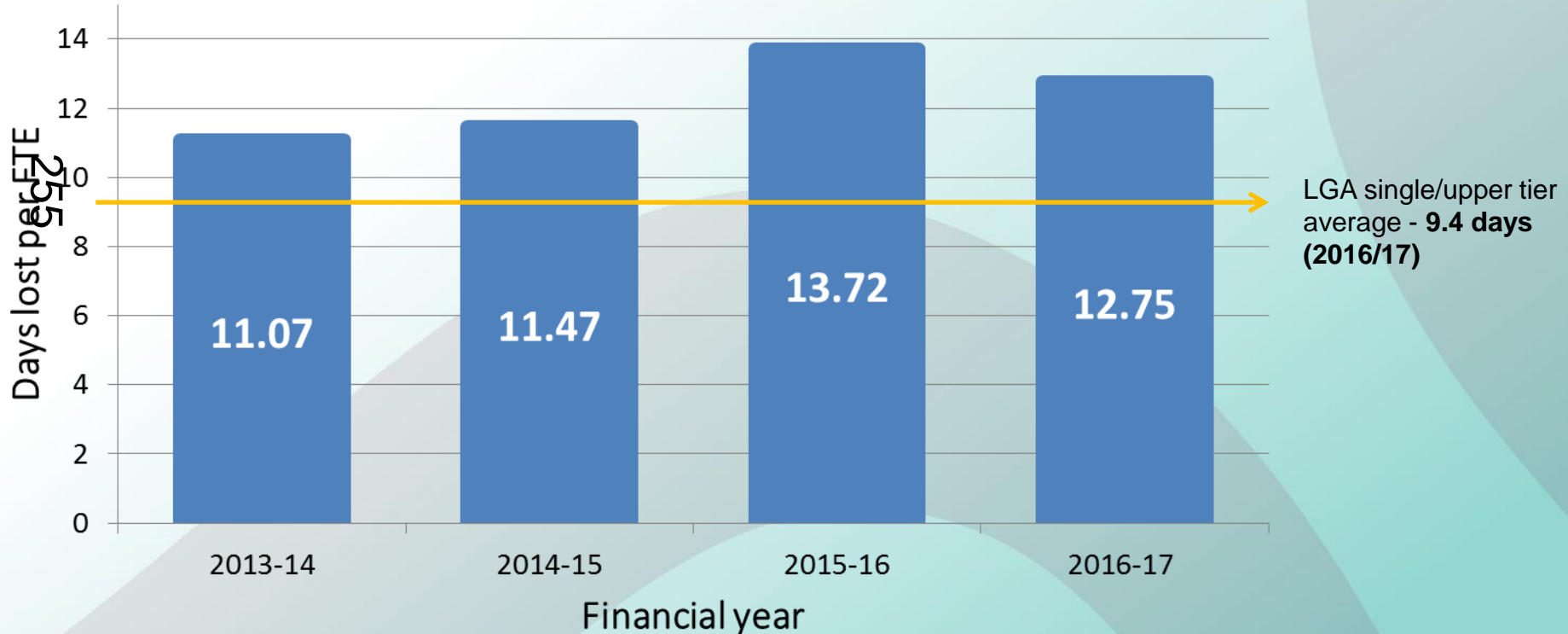
Background – project initiation

- An Absence Reduction group was set up at the request of the City Mayor to undertake an in-depth analysis of employee absence management issues within LCC.

- Group was tasked with identifying actions to be taken to reduce the level of sickness absence.

- Group was made up of HR, Operational managers and representatives of Unison GMB, Unite and UCU trade unions

256

The Approach

Quantitative research
Enhanced understanding of our absence profile
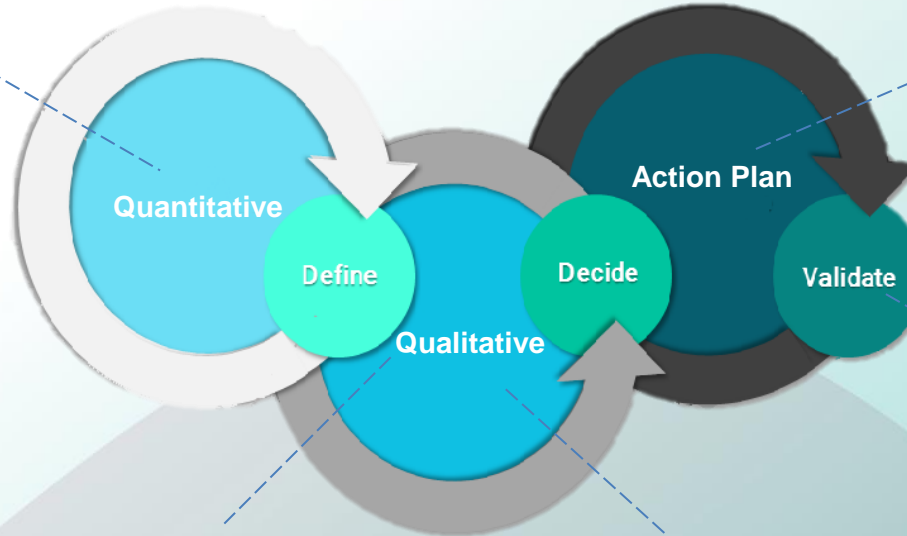
Evidence based, targeted and relevant action plan
Initial focus on action with short term impact and on long term absence

Evaluate Impact
Evaluate impact of interventions against quantitative and qualitative measures

Support Structures, Policies and Practice
Understanding our support structures, capabilities, use of policy and practice to identify how we manage absence

Culture
Management style/approach, working environment and engagement and its impact on absence

257

Absence Profile LCC 2016/17

Days absence per FTE by Division

Division	FTE Employees	Days lost	Average days absence per FTE
Adult Social Care & Safeguarding	309	7,294	17.72
Adult Social Care & Commissioning	407	5,386	17.28
Children's Social Care & Early Help	797	12,379	15.45
Housing	972	14,616	15.02
Estates & Building Services	221	2,858	14.25
Learning Services	596	6,724	11.44
Neighbourhood & Environmental Services	613	6,924	11.41
Planning, Development & Transportation	316	2,934	9.26
Finance	573	5,331	9.18
Public Health	193	1,556	8.13
Delivery, Comms & Political Governance	117	1,327	7.35
City Barrister & Head of Standards	81	471	5.77
Tourism, Culture & Inward Investment	170	960	5.63
LLEP	25	44	1.77
Total		69,014	12.75

LGA single/upper tier average - **9.4 days**

Local Comparators
Derby City Council – **14.2 days**
Nottingham City Council – **9.7 days**

Absence term and proportional split

260

60% long term (42+ days)

21% medium term (8-41 days)

19% Short term (up to 7 days)

59% Employees with at least one occurrence of absence

10% employees account for 70% of absence

5% employees account for 53% of absence

1% employees account for 19% of absence
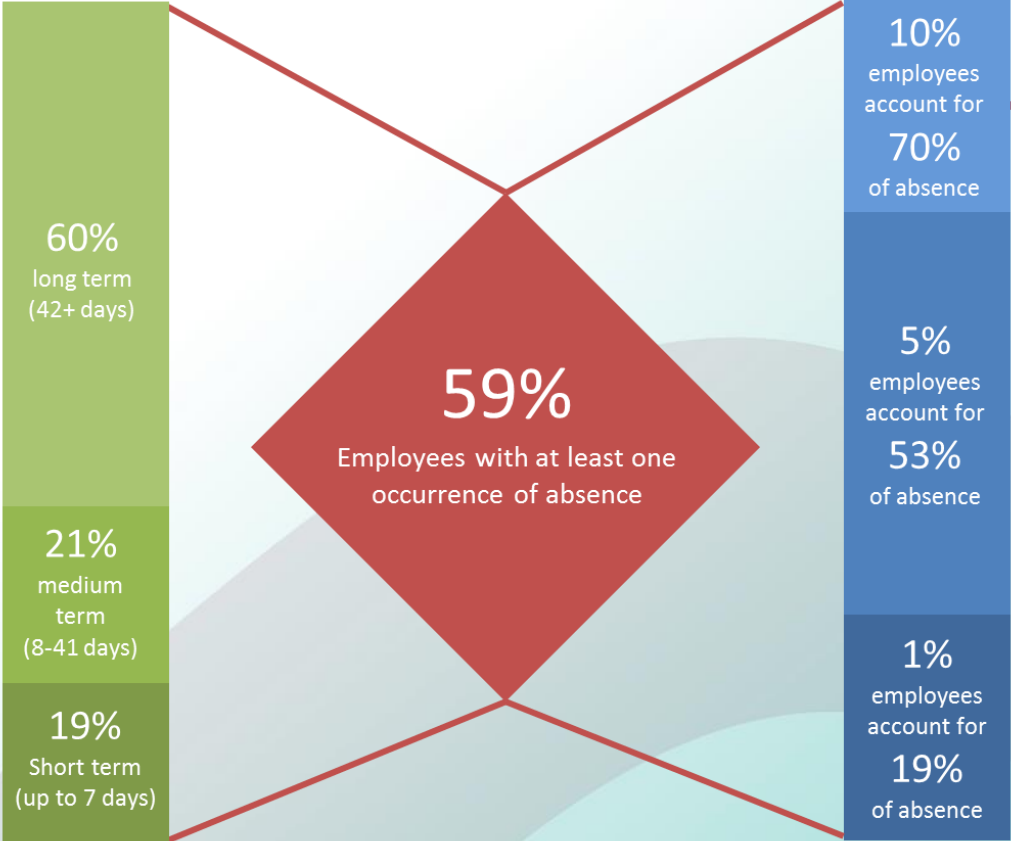
70 employees were in the top 10% of absence for three consecutive years (2014/15 – 2016/17)
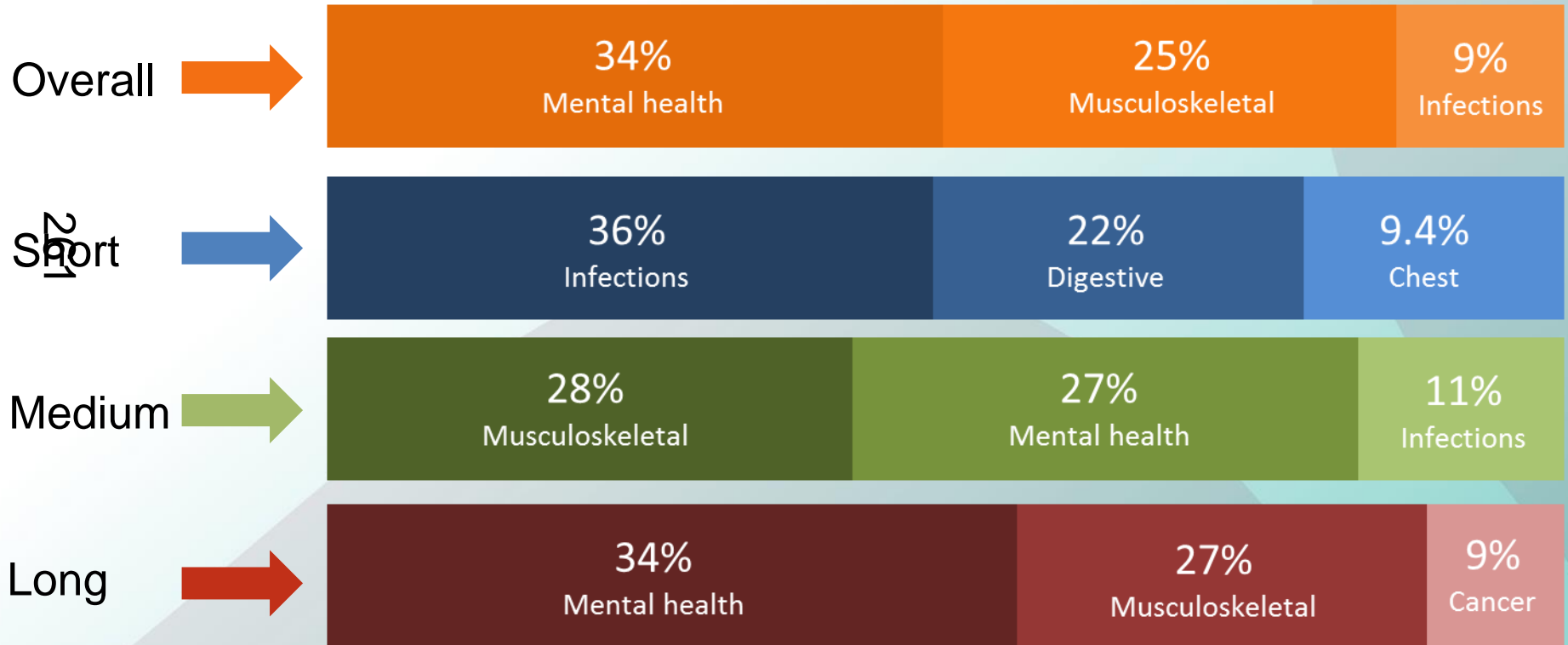
Sickness Reasons sub-categories

Mental Health

- Stress
- Depression/Postnatal Depression
- Addiction/Substance misuse
- Anxiety

Musculoskeletal

- Back
- Joints
- Bones
- Nerves
- Muscles

Infections

- Cold
- Influenza
- Bacterial Infection
- Infectious diseases

Digestive

- Sickness/Diarrhoea
- Stomach
- Bowel
- Pancreas

Chest

- Infection/Virus
- Asthma
- Bronchitis
- Lung Disease

Musculoskeletal Rehabilitation (IPRS) Referrals

263

68% employees refeered to IPRS didnt have any related absence

32% employees referred went on to have related absence)

15,540 Number of days lost through Back/Musculoskeletal related absence by **928** employees

82% employees absent from work with related absence were not referred to IPRS

18% employees referred to IPRS
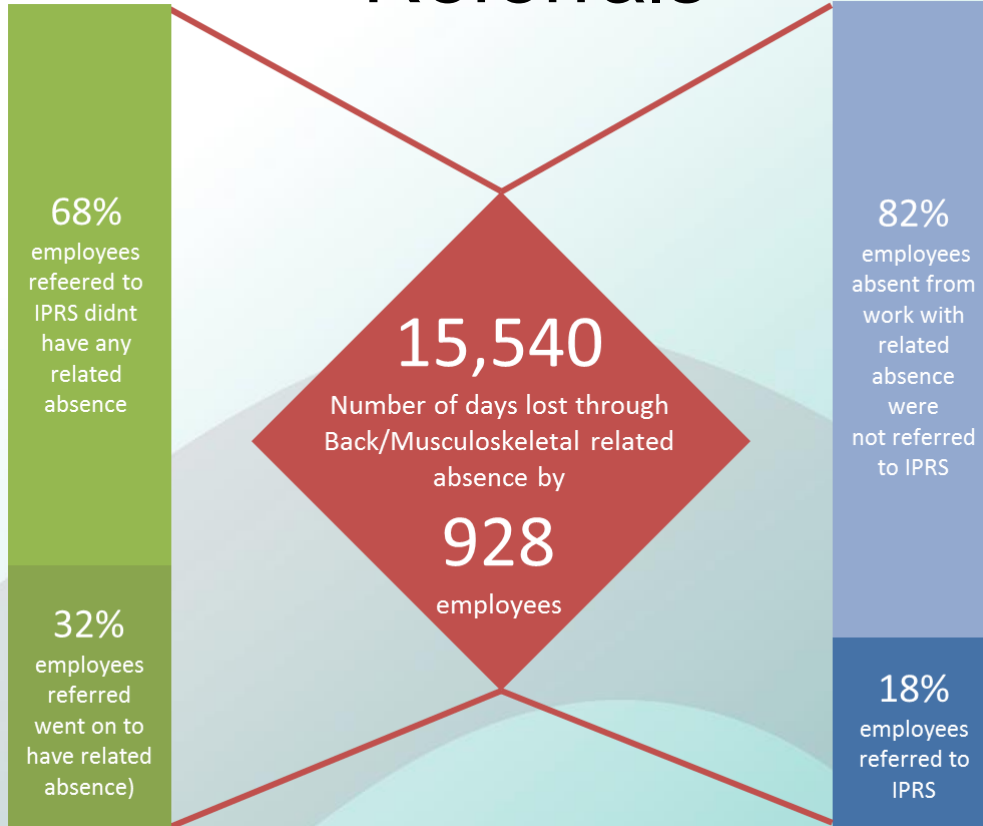
Occupational Health Service (HML) Referrals

- Majority of employees referred return within 2 months of referral

	Return to work after referral			
	within 1 month	1-2 months	2-3 months	More than 3 months
1 month or less	37%	29%	12%	22%
1-2 months	44%	15%	17%	24%
2-3 months	24%	21%	21%	34%
More than 3 months	42%	31%	4%	24%
Overall	39%	24%	13%	24%

Point of absence referred

Absence and sick pay

29% 62 employees — 2- 3 months of full pay left

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1% 3 employees — 1 – 2 months of full pay left

21% 45 employees — Last month of full pay

11% 23 employees — 1st month of half pay

11% 23 employees — 2nd month of half pay

3% 7 employees — 3rd month of half pay

5% 11 employees — 4th month of half pay

8% 17 employees — 5th month of half pay

1% 3 employees — 6th Month of half pay

9% 19 employees — Return during no pay

32% of employees who were absent long enough for pay to be a factor returned to work between one month before and one month after going into half pay

Historic absence as an indicator of future absence

266

% of employees who had re-occurrences in following year

- 39%
- 40%
- 64%
- 63%
- 80%
- 77%
- 83%
- 86%
- 89%
- 85%
- 96%
- 91%

Number of occurrences in previous year

2015/16   2016/17
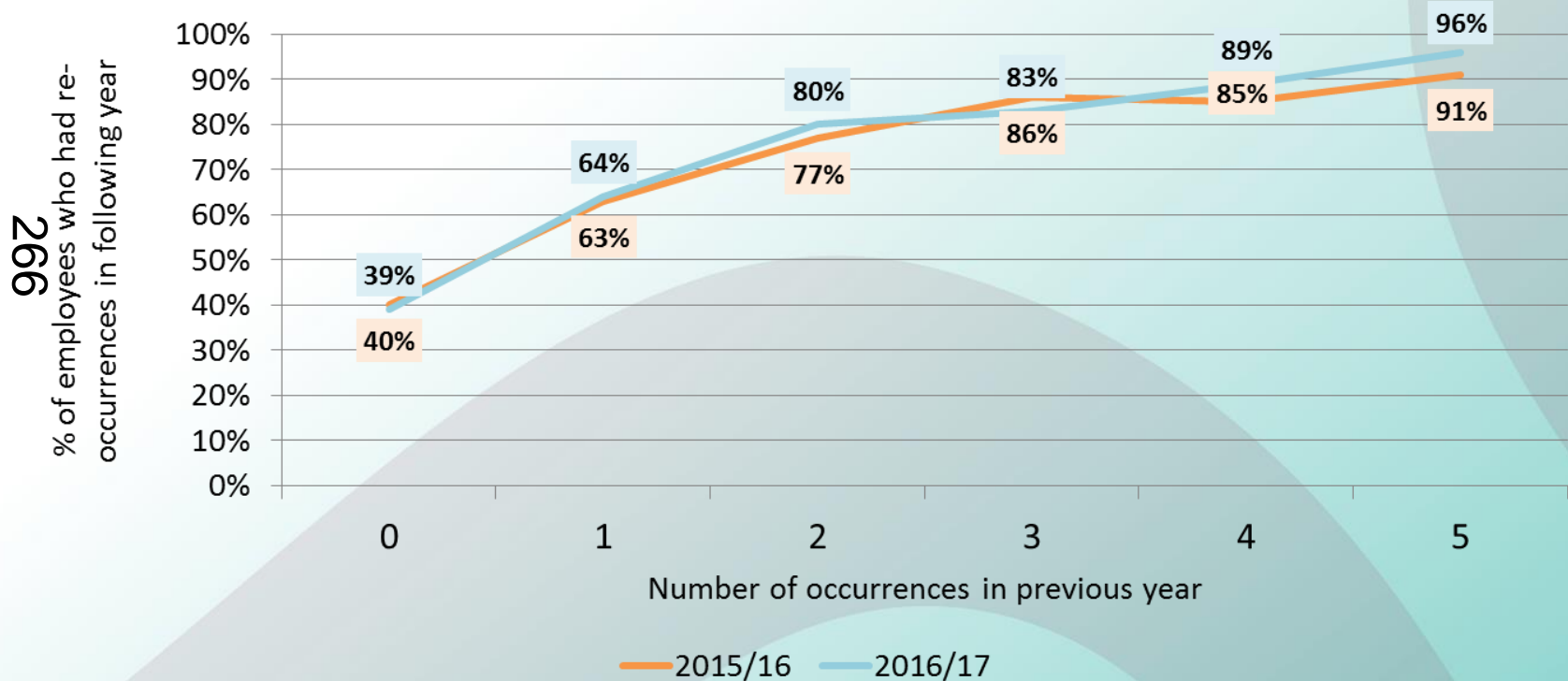
Absence and length of service
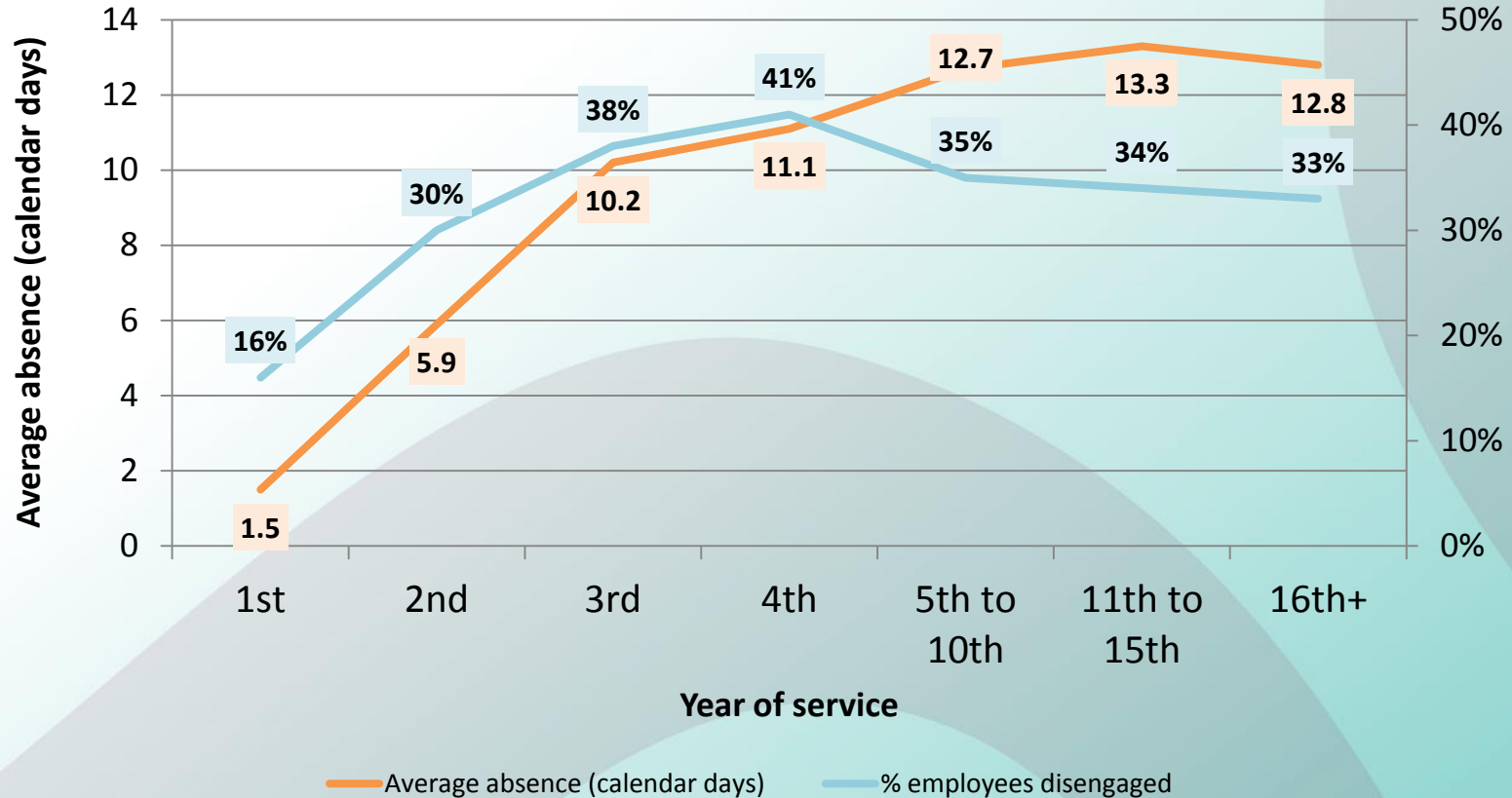
Impact of warnings

- Issuing stage 1 warnings dramatically reduces the likelihood of further absence within the 6 months following the warning being issued

Employees issued stage 1 warning	Employees with <u>no</u> absence in six months following issue of warning
182	128 (70%)

Employee Engagement and Absence

- We recently surveyed 10% of the organisation. This survey identified how we enable best work and allowed us to identify our staff engagement levels.

- Direct correlation between engagement level and absence profile
  - ✓ Actively disengaged employees: On average 24.2 days absence
  - ✓ Fully engaged employees: On average 8 days absence
  - ✓ Shorter service = more engaged
  - ✓ Dissatisfaction with the job itself = more likely to be absent, especially mental health

Absence and disciplinary action

- In the weeks following the start of disciplinary action there is an increase in the number of employees absent
- As the disciplinary action comes to a conclusion we see a reduction in the absence
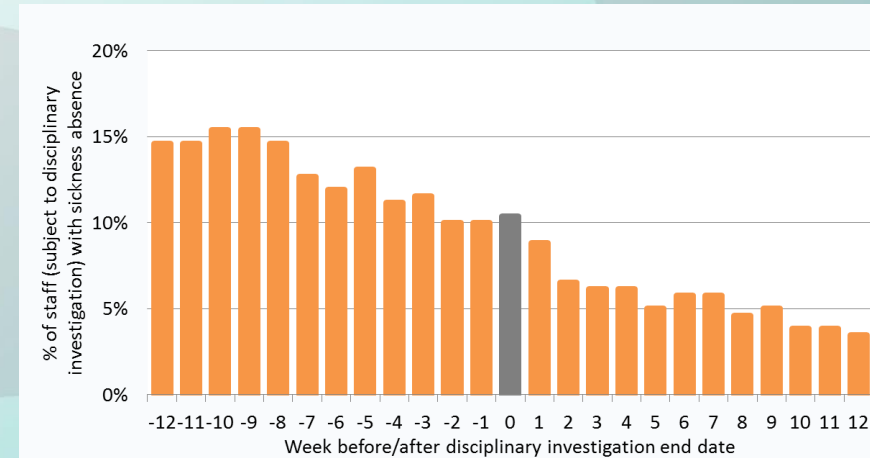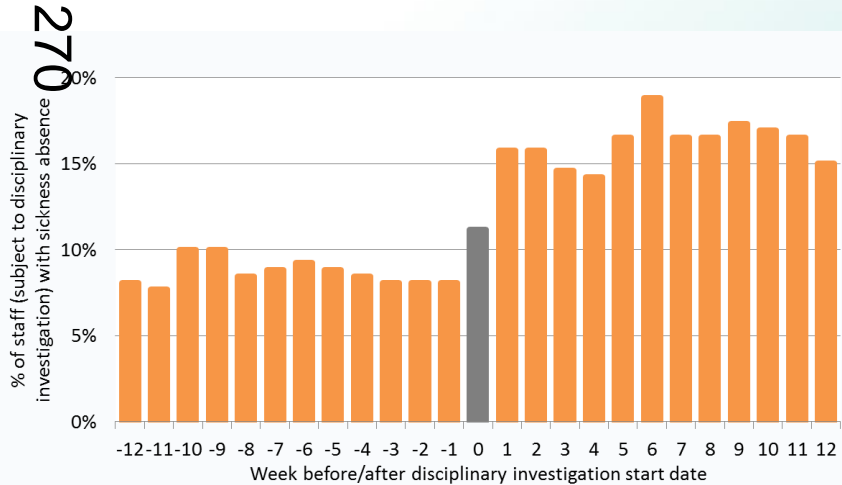
Review of management practice

Only marginal differences in practice between all managers interviewed but:

- ✓ link between close/active monitoring of absence and lower levels of absence
- ✓ Leadership forums with absence on the agenda appear to enable effective and consistent absence management
- ✓ Half of managers uncomfortable with flexible nature of policy/using discretion – may cause inaction. Flawed policy? Training need?
- ✓ Managers uncomfortable with managing mental health absence

Working Group – Agreed Actions/outcomes

- ✓ Raising awareness of employee support services has seen an increase in uptake

- ✓ Offering mental health first aid training to targeted areas of the organisation with proportionately high mental health absence

- ✓ Undertaking case reviews of those employees within the top 1% & top 10% of absence who are still currently off work.

- ✓ Improving quality of occupational health reports alongside the provider

- ✓ Reviewing and redesigning the existing stress action plan with Unions

- ✓ Evaluate approach to organisational reviews

Further Action

- It is anticipated that the agreed actions from the working group will go some way to helping to improve our absence profile however it will be some time before we can evidence impact.

- The analysis of our absence profile and management practice identified inconsistencies and shortcomings of our approach to managing absence

- Therefore a further set of actions have been developed that, according to our findings, will enable enriched management of absence within LCC

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Additional Actions underway

Enhanced Manager Support

| Creation and implementation of an intranet based absence toolkit 'Managing Absence – Your Guide' | Implementation of monthly 'Directorate Performance Clinics' | Targeted Support Interventions | Director and Head of Service 1-1 Absence Support Meetings |

Better Data and awareness

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| Top 10% DMT Round | Creation of Absence Management Data Dashboards for all Managers |

Increasing Capability

| Mental Health in the workplace Training for all Managers | Absence Management Training for all Managers |

Prevention of Absence and Increasing Employee Wellbeing

| Appointment of an Employee Health and Wellbeing Officer |

Leicester
City Council

Revenue Budget Monitoring – Period 9, 2017/18

Decision to be taken by: City Mayor

Overview Select Committee date: 5th April 2018

Lead director: Alison Greenhill

1. Summary

This report is the third in the monitoring cycle for 2017/18, and forecasts the expected performance against the budget for the year.

Given the scale of Government funding cuts, departments are inevitably under pressure to provide services with less funding. It is pleasing that all services are forecasting they will operate within their resources for the year. Given the number of local authorities facing overspends, this is a positive position.

The key issues during the recent few years have been the continued pressures within Adult Social Care and Children's Services. This report continues to demonstrate this.

The Adult Social Care Department is continuing to see package costs rise for existing service users as their level of need increases. The department is continuing to work towards making significant savings in anticipation of future pressures. The early implementation of this work has resulted in one-off savings in the current year of £5.7m. Some £5m of this will be used to meet current year budget pressures in Children's and CDN rather than using these departments' own one off resources to breakeven this year as originally planned. This will allow both CDN and Children's to retain their one off resources with which to deal with ongoing budget pressures in 2018/19 as they seek to reduce costs. These budget pressures in 2018/19 were discussed in the budget report for 18/19.

As discussed in the period 6 report, the major issue for Children's Services remains the number of looked after children. This reached 703 in December compared to 688 at the end of September. It is anticipated that the Children's department will exceed their ongoing revenue budget by £3.5m in 2017/18. The one off savings in Adult Social Care will assist to meet these budget pressures in the current year. Longer term plans to make savings are in progress, including increased use of multi systemic therapy and the introduction of another intervention team. £3.5m of the Adults one off underspend of £5.7m will be used to offset these pressures in 2017/18.

The budget pressures in City Development and Neighbourhoods which have previously been reported continue and these amount to £1.5m in 2017/18. As a result, a further £1.5m of the Adult Social Care underspend will be used in 2017/18 to offset this pressure, rather than calling upon the Department's strategic reserve. Many of these pressures are anticipated to be ongoing and have been identified in the budget report for 2018/19. Action will be taken to ensure the budget remains sustainable as part of the Spending Review 4 Programme.

The HRA is expected to underspend by £3.1m. This is mainly due to budget provisions for the High Value Vacant Homes Levy which are not required as the Government has again deferred implementation, fewer repairs jobs and lower staffing in the repairs teams, savings from vacancies within management and landlord services, and

increasing colocation of housing offices with other services.

Pressures being experienced within Corporate Resources are expected to be managed with savings identified within the division.

The medium-term financial outlook is extremely difficult as funding cuts continue. Managing spending pressures will be crucial to living within our means in the future along with achieving spending review targets. As stated in the budget report for 2018/19, early achievement of savings will be required for CDN and Children's Services to remain within budget in that year. The approach of protecting both CDN's and Children's one off resources in 2017/18 will provide some flexibility for both of these departments in dealing with budget pressures in 2018/19. Any funds not required will be available to contribute to the managed reserves strategy.

Significant savings are anticipated in corporate budgets due to the completion of spending reviews in 2017/18. There form part of the managed reserves strategy, and are reflected in the 2018/19 budget.

The narrative of the report describes the pressures which have arisen so far this year

2. Recommendations

2.1 The Executive is recommended to:

- Note the emerging picture detailed in the report

- Approve reductions to the Human Resources & Workforce Development budget of £72k in 2017/18 as detailed in Appendix B, Paragraph 2.2 (part of the spending review programme)

- Approve reductions to the Delivery, Communications and Political Governance budget of £10k in 2017/18 as detailed in Appendix B, paragraph 4.2 (part of the spending review programme)

- Approve the virement of £5m on a one off basis from Adult Social Care to Children's and City Developments & Neighbourhoods, £3.5m & £1.5m respectively.

2.2 The OSC is recommended to:

- Consider the overall position presented within this report and make any observations it sees fit.

3. Supporting information including options considered:

The General Fund budget set for the financial year 2017/18 was £258.2m.

Appendix A details the budget for 2017/18.

Appendix B provides more detailed commentary on the forecast position for each area of the Council's operations.

4. Financial, legal and other implications

4.1 Financial & Legal implications

This report is solely concerned with financial issues.

Alison Greenhill, Director of Finance, Ext 37 4001

4.2 Climate Change and Carbon Reduction implications

This report is solely concerned with financial issues.

4.3 Equality Impact Assessment

No Equality Impact Assessment (EIA) has been carried out as this is not applicable to a budget monitoring report.

4.4 Other Implications

Other implications	Yes/No	Paragraph referred
Equal Opportunities	No	-
Policy	No	-
Sustainable & Environmental	No	-
Crime & Disorder	No	-
Human Rights Act	No	-
Elderly/People on low income	No	-
Corporate Parenting	No	-
Health Inequalities Impact	No	-

No other implications are noted as this is a budget monitoring report, and therefore no policy changes are proposed.

5. Background information and other papers.

Report to Council on the 22nd February 2017 on the General Fund revenue budget 2017/18.
Period 4 Monitoring report and minutes of OSC Finance task group presented to OSC on 2 November 2017.
Period 6 Monitoring report and minutes of OSC Finance task group presented to OSC on 30 November 2017.

6. Summary of appendices:

Appendix A – P9 Budget Monitoring Summary;

Appendix B – Divisional Narrative – Explanation of Variances;

7. Is this a private report?

No

KEY DECISION – yes due to reductions/increases to budget totalling £5m. It is on the forward plan.

Revenue Budget Forecast at Period 9, 2017/18

	Current Budget for Year	P9 Forecast	Variance
	£000	**£000**	**£000**
Neighbourhood & Environmental Services	30,861.1	31,494.0	632.9
Tourism, Culture & Inward Investment	5,958.9	5,957.3	(1.6)
Planning, Transportation & Economic Development	16,387.2	16,063.4	(323.8)
Estates & Building Services	7,771.1	8,201.9	430.8
Departmental Overheads	621.3	603.9	(17.4)
Fleet Management	5.1	4.6	(0.5)
Housing Services	3,844.9	3,124.5	(720.4)
City Development and Neighbourhoods	**65,449.6**	**65,449.6**	**0.0**
Adult Social Care	**100,722.5**	**99,980.4**	**(742.1)**
Public Health & Sports Services	**21,207.6**	**20,276.8**	**(930.8)**
Strategic Commissioning & Business Development	547.8	547.9	0.1
Learning Services	8,854.6	8,888.9	34.3
Children, Young People & Families	60,567.4	60,049.3	(518.1)
Departmental Resources	(2,806.1)	(2,322.4)	483.7
Education & Children's Services	**67,163.7**	**67,163.7**	**0.0**
Delivery Communications & Political Governance	5,377.9	5,284.2	(93.7)
Financial Services	11,669.3	11,478.5	(190.8)
Human Resources	4,171.0	3,992.8	(178.2)
Information Services	9,280.9	9,471.7	190.8
Legal Coronial & Registrars	2,045.2	2,173.3	128.1
Corporate Resources and Support	**32,544.3**	**32,400.5**	**(143.8)**
Housing Benefits (Client Payments)	**500.0**	**500.0**	0.0
Total Operational	**287,587.7**	**285,771.0**	**(1,816.7)**
Corporate Budgets	2,037.1	(1,662.9)	(3,700.0)
Capital Financing	13,806.9	13,342.0	(464.9)
Total Corporate & Capital Financing	**15,844.0**	**11,679.1**	**(4,164.9)**
Public Health Grant	(27,519.0)	(27,519.0)	0.0
Use of Reserves	(17,709.7)	(17,709.7)	0.0
TOTAL GENERAL FUND	**258,203.0**	**252,221.4**	**(5,981.6)**

Outturn Divisional Narrative – Explanation of Variances

Corporate Resources and Support

Some divisions have identified savings at this stage of the year, which are sufficient to offset pressures elsewhere.

1. Finance

1.1.   The Financial Services Division is forecasting a balanced budget (after funding IT overspends of £0.2m).

2. Human Resources & Workforce Development

2.1.   Human Resources & Workforce Development is forecasting an underspend of at least £0.2m due to additional income being generated through trading with schools and academies, together with vacant posts. This will be added to the HR reserve to help fund additional HR support as the Council continues to implement significant organisational change.

2.2.   The service has identified two vacancies for deletion which will achieve savings contributing to the spending review 4 programme, these savings total £72k.

3. Information Services

3.1.   Information Services forecasts an overspend of £0.2m due to the £1.2m of approved spending review savings which have not yet been completely implemented. An Organisational Review is underway to implement the balance of the target. The overspend will be covered from within Financial Services.

4. Delivery Communications & Political Governance

4.1.   The Delivery, Communications and Political Governance Division is forecasting an under spend of £0.94m. The under spend will go towards DCPG reserves for future budget pressures.

4.2.   The division has developed an in house process to support the work of the Press and Media team, releasing £10k of non-staffing savings contributing to the spending review 4 programme.

5. Legal, Registration & Coronial Services

5.1.   Legal Services is forecasting a balanced budget. Coronial Services are forecasting an over spend of £0.2m which is due to high costs in pathology tests and increased workload. The over spend will be will be met from underspends within Corporate Resources.

City Development and Neighbourhoods

The Department continues to experience a range of pressures. The proposed £1.5m budget transfer from Adult Social Care will enable a balanced outturn in the current year, without needing to draw on one-off resources including the departmental reserve. However, the pressures are largely on-going, as detailed in the 2018/19 budget report.

The significant variances within the divisions are as follows:

6. Planning, Transportation and Economic Development

6.1.   Car parking income is currently below expectations. This is being offset by higher than budgeted bus lane enforcement income together with energy cost savings. The repayments for the LED street lighting investment have been adjusted, giving in year savings of £230k to help offset pressures elsewhere in the Department. The division is successfully delivering £839k of savings from the Technical Services and Car Parking and Highways Maintenance spending reviews.

7. Tourism, Culture & Inward Investment

7.1.   The main pressure is increased costs and lower income as Leicester Market is redeveloped. Whilst the market is expected to make a small surplus on its direct costs in the future, it can no longer achieve the net income budget of £400k p.a. set some years ago. The shortfall will be covered by other savings and higher income within the Division, particularly increased income from managed workspaces.

8. Neighbourhood & Environmental Services

8.1.   The Division has two major budgetary pressures as previously reported, totalling up to £1m in–year, after mitigating actions. Firstly, bereavement services income has fallen, due to the opening of two new crematoria in the south of the county, which is expected to be an ongoing pressure of circa £400k p.a. after other savings and income generation in the service. Secondly, the £15m waste management budget has on-going

pressures of circa £500k p.a. due to legislative changes resulting in more waste attracting a higher rate of landfill tax, increased tonnages and higher than budgeted inflationary cost increases.

8.2.   The division is however successfully delivering £559k of new savings from various spending reviews. It should also be noted that income pressures due to a gradual decline in traditional library income streams and changing use of community settings are currently being managed within the divisional budget. However they have been identified as potential pressures for future years, for which mitigations will be required.

9. Estates & Building Services

9.1.   The Division is undergoing a major structural change, implementing the multi-year Technical Services spending review, the investment portfolio spending review, energy and environment review; The divisional budget has been reduced by over £1.3m of profiled Spending Review savings in the current year. The review includes adopting the corporate landlord model, the first phase of which was implemented from April 2017. Work is ongoing to identify all building related spend to achieve the centralisation of these budgets.

9.2.   A staffing review commenced in December 2017, hence the savings will not be achieved until 2018/19, somewhat later than assumed in the initial Spending Review profile upon which the budget reductions are based. The first year costs of the Corporate Landlord model have significantly exceeded projections, due at least in part to backlog maintenance needing to be addressed.

9.3.   To support mitigating the financial pressures in future years, the Division is reviewing the budgets transferred from other services for the Corporate Landlord model; and also how fees are recovered for the services it provides including delivering multi-year capital programmes. Taking all these factors into account, the current predicted in-year overspend is circa £1.4m, this will be offset by the virement from Adult Social Care and the remaining £430k will be managed within the department.

10. Housing General Fund

The General Fund housing service is forecast to underspend by £0.7m, up £0.1m from Period 6. Unbudgeted new grant income of £0.2m (Flexible Homelessness Support Grant) has been applied and savings of £0.1m are expected to result from IT costs associated with hostels which now sit in the HRA. Recruitment difficulties across the homelessness service have resulted in 9.5 vacancies, leading to an underspend of £0.3m. Out of an establishment of 100 posts across the service, 54 are funded by the General Fund homelessness services. The current vacancies are within the Housing Options and Revolving Door Teams (5.5) and the admin and support roles (4). Several attempts to recruit to the 5.5 vacant posts have been unsuccessful, but the latest round has secured 5 staff for Homelessness Prevention Officer and other key posts. A further recruitment attempt is currently underway for a Private Sector Officer post. All other teams, including the Outreach team, are operating at full establishment. It should also be noted that new Government funding of £134k has been received in advance of the Homelessness Reduction Act coming into effect in April 2018, which will be proposed for transfer to reserves to support future implementation costs.

11. Housing Revenue Account

11.1.   The Housing Revenue Account (HRA) is a ring-fenced income and expenditure account relating to the management and maintenance of the Council's housing stock.

11.2.   The HRA is expected to underspend by £3.1m as reported at Period 6, (excluding revenue used for capital spending, which is included in the capital monitoring report).

11.3.   Rental income is forecast to be £1m above budget. There is no requirement in the year to sell properties to fund the High Value Vacant Homes Levy, as had been provided for in the budget. The HRA has also benefitted from unbudgeted rental income for shops, which should transfer to the General Fund in 2018/19.

11.4.   The repairs and maintenance service is projected to underspend by £1.1m, a £0.2m reduction from Period 6. Vacancies within the service are expected to lead to a £1.6m underspend. As reported at Period 6, fewer repair jobs during the year has resulted in reduced expenditure on materials of £0.2m, and fleet reduction, including fuel, has saved

£0.3m. Essential maintenance work to district heating substations now expected to cost £0.6m is being funded by the underspend. Also offsetting the savings are overspends of £0.1m for equipment hire, increased bad debt of £0.1m for rechargeable works, and £0.2m of costs associated with uninsured works to tenanted properties.

11.5. Management and Landlord services are expected to underspend by £1.0m, a £0.1m increase from Period 6. A provision of £0.5m to meet the cost of the High Value Vacant Homes Levy is not required, following its deferral. There are also savings of £0.5m through staffing vacancies alongside savings from co-locating neighbourhood housing offices through the Transforming Neighbourhood Services review. Expenditure on fuel for the District Heating system is expected to be £0.3m lower than the budget. Income from the administration charge on Right to Buy Applications is forecast to exceed the budget by £0.2m. Offsetting these are unbudgeted costs of £0.2m in relation to shops management, alongside an additional £0.1m security costs for tower blocks and £0.1m of CCTV savings that will not be delivered until 2018/19.

Adult Social Care

12. Adult Social Care

12.1. The department is forecasting to spend £5.7m less than the budget of £105.7m. £5m of this is required to meet budget pressures elsewhere in the Council and to protect the authority's position in 2018/19. The saving is expected to be one-off, and the growth in the 2018/19 budget for adult social care will continue to be above the additional sums raised through the adult social care precept.

12.2. The current forecast under-spend (which has increased since the half year forecast) is *one off* in nature and as a result of successfully managing to make planned savings ahead of the original budget plan. Staffing savings contribute £2.7m to the overall underspend and of this, £1.2m is permanent staffing savings made ahead of schedule in Care Management and Enablement. There are further staffing savings of £1.5m either where vacancies are being held in advance of having to make further permanent savings next year (in Care Management) or where posts have not been filled for the full year following previous service reviews (in Commissioning and Contracts and Enablement).

12.3.   Staffing reductions delivered in 2017/18 and early savings related to further planned staffing reductions brought forward from 2018/19 have been underpinned by a significant programme of service redesign and in changing the way practitioners in the Department work.   The department has focused on reducing the transactional burden on practitioners; streamlining our processes of assessment, support planning and review; focusing on proportionate processes, where we aim to reduce the 'customer journey' down to the most effective and least intrusive way of delivering the required outcome.   There has also been a focus on ensuring that practitioners are supported effectively in making difficult and complex decisions; working creatively to seek alternatives to long term support where other support services can meet need; and are supported by a robust risk management process and management support.   Staff within the Department have also embraced new technology and mobile working, maximising the use of time, reducing travel and the need to 'return to base' to complete case file updating and accessing the client database.   All of this has ensured that as the demand and complexity of case work that the Department handles increases, we have been able to manage a planned reduction to date of 15% of our assessment staffing without adverse impact.   As we complete our planned staff savings in 2018/19 we will continue to support those staff that remain with further changes and smarter working practices that will mitigate against adverse impacts for both them in terms of workload and for our customers in terms of the overall customer experience.   Throughout the period of delivering these planned savings in staffing, productivity has increased and the overall service user experience, as measured by our local and national indicators, has improved.

12.4.   Care management and related staffing costs are targeted to reduce by £2.3m from 2019/20 and we have now identified £1.3m in 2017/18 from voluntary redundancies and deletion of vacant posts against a target this year of £0.85m.

12.5.   The remaining one off forecast underspends of £3m (being £5.7m less the £2.7m staffing savings highlighted above) includes £1.3m from closing the   Kingfisher intermediate care centre (which has been replaced with a contract let for 12 beds with two independent sector providers), a year ahead of schedule. The balance of £1.7m arises mainly from other one off budget savings; from additional income from the CCG for health funded service users at Hastings Road, a slower take up than anticipated of the newly let floating support contract, and

savings from non-statutory preventative contracts which have ended (in advance of the planned reductions in 2018-20)

12.6. In the year to date there has been no growth in net new service users apart from adult mental health cases which has seen a 6.8% increase (5.2% for the full year in 2016/17). We are still forecasting that overall annual growth across all service user types will be 1%, slightly less than the 1.2% seen in 2016/17.

12.7. The major issue for the service remains the increasing levels of need of our existing service users. This is still forecast to add £5.3m to our gross package costs or 5.7% of the service user annual costs at the beginning of the year. The rate of increase has itself been increasing (in 2016/17 it was 3.4% and 2.5% in 2015/16). The increase in package costs is predominantly in the 75 year plus age group and also with older service users with a learning disability. We have conducted a number of case audits of package changes and are satisfied that any increases are justified and appropriate, as we would expect. It is encouraging that the forecast rate of increase in 2017/18 at period 9 has not changed since the half year forecast was prepared.

12.8. We have carried out projections of the likely increases in need over the next two years and are satisfied that they remain sustainable within the funding available, including the new improved Better Care Fund.

12.9. The additional cost of the increasing needs has been mitigated to a significant extent for *this* year as a result of the impact of savings from planned reviews of care packages, a reduction in the provision for backdated package costs together with additional service user fees and income from the CCG for joint funded packages. The savings from targeted reviews carried out last year have been sustained into this year which gives us confidence that the changes were appropriate for the individual service users. As a result overall net package costs for this year are broadly in line with budget.

Health Improvement & Wellbeing

13. Public Health & Sports Services

13.1. The department is forecasting to spend £20.3m, £0.9m less than the budget of £21.2m (Public Health £18m and Sports Service £3.2m).

13.2. The Sexual Health service is forecasting to underspend by £0.4m against a budget £4.1m largely as a result of lower than expected activity in some elements of the service. The use of on-line self-diagnosis tools and self-collection points has diverted some activity away from the need for appointments with service staff. It is predicted that this underspend will start to reduce in period 10 as a result in an increase in activity in the service.

13.3. In the Smoking and Tobacco preventative service, demand for nicotine replacement therapy (NRT) is lower than budgeted resulting in a forecast underspend of £0.1m compared to a budget of £0.3m. This is mainly as a result of the increased take up of electronic cigarettes. This will accelerate the delivery of savings planned in this service.

13.4. The NHS health check programme is also forecast to underspend by £0.1m compared to a budget of £0.3m as a result of lower take-up in GP surgeries.

13.5. Finally, following the staffing review in 2016/17 there are one off savings this year of £0.3m which includes the impact of vacant posts which have not been filled.

13.6. The Sports service is expected to spend as per their budget of £3.3m.

Education and Children's Services

14. Education and Children's Services

14.1. The department is continuing to see pressures in relation to placement and transport cost which total £3.5m. They will continue to be an issue in 2018/19.

14.2. The major issue remains the number of looked after children (LAC) which has reached 703 at the end of December compared to 660 at the end of March. There has been an increase in the number of agency foster placements as a result of breakdowns in internal placements and a shortage of our own foster carers. At the current level of LAC, placement costs will exceed the budget this year of £25.2m by £3.8m including the impact on home to school transport budgets of the higher LAC numbers.

14.3.   Nevertheless there are a number of areas of work that should have an impact over time on placement costs including increasing the number of children returning to home or 'stepping down' from expensive residential placements as soon as possible. We have also begun a recruitment drive for internal foster carers to extend our current capacity to avoid these expensive agency placements.

14.4.   The new Multi-Systemic-Therapy (MST) teams continue to divert children from care since starting in July last year. The demand for referrals to the child abuse and neglect team (MST CAN) has exceeded the team's capacity and we will be introducing a second team in the new year. We are also likely to introduce another intervention team which can deal with cases not currently eligible for MST CAN. Both of these should have a significant impact on reducing LAC numbers.

14.5.   The review of the children's centres and the early help offer has completed and there will be some savings in advance of the target for this year as the service was carrying a number of vacant posts. The organisational review of the youth service is in progress. The total additional savings ahead of this year's budget from these areas is £1.1m.

14.6.   The Education Services Grant of £4.5m in 2016/17 has reduced to £2.15m this year as part of transitional arrangements which will see the grant being replaced in 2018/19 by £0.8m from the new Central Services Block of the Dedicated Schools Grant. This reduction is being managed by funding set aside corporately. As part of these changes there will also be a very significant reduction in resources available for the School Improvement service, which will now be funded by a separate school improvement grant of £0.3m per annum.

14.7.   The number of SEN children in specialist provision is increasing significantly year on year, both as a result of the increasing population and a higher rate of incidence for some conditions including mental health and autism. Numbers of children in special schools increased by 60 in 2017, taking the total numbers to over a thousand. This, together with the increasing numbers of SEN children being taught in our mainstream schools, means that the High Needs Block of the Dedicated Schools Grant is under severe pressure. This has a knock on effect on our SEN home to school transport budget which is likely to be £0.7m over the budget of £4.6m this year.

14.8. The overall budget pressure in the department totals £3.5m being principally the additional LAC costs and SEN transport costs net of the savings from Early Help and the Youth Service. This will be funded using the one off underspend in Adults in 2017/18. The reduction in the Education Services Grant will be dealt with using corporate resources as indicated above. Schools budgets for 2018/19 have now been set using the National Funding Formula which was agreed by the Executive in January. All schools will receive a 0.5% per pupil increase as a minimum in 2018/19 as a result of the changes, with others gaining up to a maximum of 2.78% per pupil. The total schools funding provided to the LA will increase by 2% compared to the current arrangements on a like for like basis.

14.9. The new arrangements for the High Needs Block in 2018/19 do not address the impact of increasing numbers of SEN placements as the funding levels do not increase in line with the unit cost of a placement. Whilst this was highlighted as part of the consultation the DfE did not address the issue and as a result we are still in the process of reviewing the future costs and funding arrangements for all the services paid for from the High Needs Block.

Corporate Items & Reserves

15. Corporate Items

15.1. The corporate budgets cover the Council's capital financing costs, items such as audit fees, bank charges and levies.

15.2. Since setting the budget, the following spending review savings have been approved, and are reflected in the forecast- Cleansing review (£365k), Investment Property (£180k) and UBB/Channel Shift (£265k), Children's Services (£1.2m), Civic & Democratic Services (£280k), Corporate Administration (£240k), Regulatory Services (£12k), Sexual Health & Lifestyle Services (£515k), Tourism, Culture & Inward Investment (£381k), Community Capacity (£62k). Together these total £3.5m, and will reduce the reserves required to balance the 2017/18 budget. (making more reserves available for future budgets-the managed reserves strategy).

Executive Decision Report

Capital Budget Monitoring – Period 9, 2017/18

Decision to be taken by: City Mayor

Overview Select Committee date: 5th April 2018

Lead director: Alison Greenhill

City Mayor

Useful Information

- Report author: Ernie Falso

- Author contact details: ernie.falso@leicester.gov.uk

1.   Summary

1.1   The purpose of this report is to show the position of the capital programme for 2017/18 as at the end of Period 9.

1.2   This is the third report of the financial year following similar monitoring reports as at Period 4 and Period 6. A final report will be presented at Outturn.

2.   Recommendations

2.1   The Executive is recommended to:

- Note total spend of £57.2m for 2017/18.
- Note the progress in delivery of major projects, as shown at Appendix A.
- Note progress on spending work programmes, and forecast slippage of £9.6m, as shown at Appendix B.
- Note that the great majority of provisions remain unspent (Appendix C).
- Approve the deletion of the Friars' Mill extension project from the programme (as described at Appendix A para 3.8) and meet the costs already incurred from within the overall budget for the Waterside project.
- Approve the addition of new £129k Pothole Action Plan funding to the capital programme for Highways Maintenance, as detailed in Appendix B para 3.2 of this report.
- Approve the addition of £2.2m DFT funding to the capital programme for bus retrofitting, as detailed in Appendix B para 3.3 of this report.

The OSC is recommended to:

- Consider the overall position presented within this report and make any observations it sees fit.

3.   Supporting Information including options considered

3.1   The 2017/18 Capital Programme was approved by Council on 24th February 2016.

3.2   A Capital Programme for 2018/19 to 2019/20 was approved by Council on 30th November 2017. This is **excluded** from this report.

3.3   The capital programme is split in the following way:

(a) Schemes classified as '**immediate starts'**, which require no further approval to commence; and

(b) A number of separate '**policy provisions**' which are not released until specific proposals have been approved by the Executive;

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Immediate Starts are further split into:

(a) **Projects**, which are discrete, individual schemes such as a road scheme or a new building. Monitoring of projects focusses on delivery of projects on time and the achievement of milestones. Consequently, there is no attention given to in-year financial slippage;

(b) **Work Programmes**, which consist of minor works or similar on-going schemes where there is an allocation of money to be spent during a particular year. Monitoring of work programmes focusses on whether the money is spent in a timely fashion;

(c) **Provisions**, which are sums of money set aside in case they are needed, where low spend is a favourable outcome rather than indicative of a problem;

(d) **Schemes which are substantially complete**. These schemes are the tail end of schemes in previous years' capital programmes, usually consisting of small amounts of money brought forward from earlier years;

(e) **Policy Provisions**, which are sums of money for which there is currently no approval to spend, ie they are awaiting a City Mayor decision. Spending cannot be monitored until such approval has been given.

3.4   Summary of the total approved 2017/18 capital programme as at Period 9:

	£000
Projects	128,223
Work Programmes	69,433
Provisions	1,716
Schemes nearly complete	4,412
Total Immediate Starts	**203,784**
Policy Provisions	37,295
Total Capital Programme	**241,079**

3.5   Since Period 6 the total 2017/18 capital programme has increased by £12.9m, as follows:

	£000
Total Capital Programme at Period 6	**228,150**
12/10/17 decision - Belgrave Gate & Mansfield Street	2,500
22/10/17 decision - EAP Resources to fund Employment Hub	(304)
23/11/17 decision - LGF funding for Pioneer Park	4,500
19/12/17 decision - York House acquisition	5,714
24/11/17 decision - Borrowing for demolition of 15 Horsefair Street	600
Unspent Friar's Mill budget removed from the Capital Programme	(930)
Newarke Street Car Park Improvements	335
Great Central Railway addition - financed by departmental reserves	250
Finance/HR Systems addition - financed from departmental reserves	250
Other	14
Total Capital Programme at Period 9	**241,079**

3.6   The following appendices to this report show progress on each type of scheme:
- Appendix A – Projects
- Appendix B – Work Programmes
- Appendix C – Provisions
- Appendix D – Projects Substantially Complete
- Appendix E – Policy Provisions

3.7   This report only monitors policy provisions to the extent that spending approval has been given, at which point they will be classified as projects, work programmes or provisions.

3.8   Capital Receipts

3.8.1   At Period 9, the Council has realised £7.3m of General Fund capital receipts. In line with our policies, these are set aside for future capital programmes.

3.8.2   Right to Buy receipts this year have so far amounted to £12.2m.

4.   **Financial, Legal and other Implications**

4.1   Financial Implications

This report is solely concerned with financial issues.

Alison Greenhill, Director of Finance, 37 4001

4.2   Legal Implications

There are no legal implications arising directly from the recommendations of this report.

Emma Horton, Head of Law (Commercial, Property and Planning).

4.3   Climate Change and Carbon Reduction Implications

This report is solely concerned with financial issues.

4.4   Equalities Implications

No Equality Impact Assessment (EIA) has been carried out as this is not applicable to a budget monitoring report.

4.5 Other Implications

Other implications	Yes/No	Paragraph referred
Equal Opportunities	No	-
Policy	No	-
Sustainable & Environmental	No	-
Crime & Disorder	No	-
Human Rights Act	No	-
Elderly/People on low income	No	-
Corporate Parenting	No	-
Health Inequalities Impact	No	-

No other implications are noted as this is a budget monitoring report, and therefore no policy changes are proposed.

5.   Is this a private report

No.

6.   Is this a "key decision"?

Yes

7.   If a key decision please explain reason

This report recommends an addition to the capital programme of over £1m that has not previously been specifically authorised by Council.

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PROJECTS

1. Summary

1.1 As stated in the cover report, the focus of monitoring projects is physical delivery, ie whether they are being delivered on time, on budget and to the original specification. This appendix summarises progress on projects. Departmental/Divisional summaries are shown at Appendix F.

Department / Division		Budget 2017-18 to 2019-20 £000	2017/18 Spend to Date £000
CRS	Corporate Resources	1,970	397
ASC	Adult Social Care	6,167	841
CDN (PDT)	Planning, Development & Transportation	69,325	11,078
CDN (TCI)	Tourism, Culture & Inward Investment	11,446	4,704
CDN (NES)	Neighbourhood & Environmental Services	451	240
CDN (EBS)	Estates & Building Services	7,417	6,513
ECS	Children's Services	26,072	8,718
PH	Public Health	328	302
Total (including HRA)		**123,176**	**32,793**
CDN (HRA)	Housing Revenue Account	5,047	2,422
Total (including HRA)		**128,223**	**35,215**

1.2 A list of the individual projects is shown in the table on pages 6-8 of this report. This also summarises the progress of each project. Attention has been given to expected completion dates and any project issues that have arisen.

1.3 A colour-coded rating of progress of each project has been determined, based on whether the project is progressing as expected, and whether it is still expected to complete within budget.

1.4 The ratings used are:

(a) **Green** Successful delivery of the project on time, within budget, to specification and in line with original objectives seems very likely. There are no major issues that appear to threaten delivery significantly.

(b) **Amber** Successful delivery of the project on time, within budget, to specification and in line with original objectives appears probable. However, some risks exist and close attention will be required to ensure these risks do not materialise into major issues threatening delivery. Alternatively, a project is classed as amber if some insubstantial slippage or minor overspend is probable.

(c) **Red** Successful delivery of the project on time, within budget, to specification and in line with original objectives appears to be unachievable. The project is expected to require redefining, significant additional time or additional budget.

(d) **Blue** The project is complete.

(e) **Purple** The project is on hold, for reasons which have nothing to do with management of the capital programme. Examples include reconsideration of whether the project is still needed as originally proposed, or withdrawal of a funder.

2.   Summary of Individual Projects

Dept/ Division	Project	Total Budget (£000)	2017/18 Spend (£000)	Forecast U/(O)spend (£000)	Original Completion Date	Forecast Completion Date	Project RAG Rating	Reason for RAG Rating (if not Green or Blue)	RAG Changed Since P6?
CRS	Electronic Document System Replacement	330	0	50	Apr-18	Sep-19	Purple	Project no longer needed	
CRS	Automatic Call Distribution System Upgrade	300	107	0	Apr-18	Apr-19	Amber	Procurement delays. Tenders received but no appointment yet made.	Y
CRS	Lync Telephony Infrastructure Upgrade	47	0	0	Apr-17	Jul-17	Blue		
CRS	Finance, HR & Payroll System	1,293	290	(293)	Jun-17	2018/19	Amber	Slippage identified. Project plan reviewed, additional resources allocated to project.	
ASC	ICT Investment - Phase 2 - Liquidlogic	1,185	432	0	Jan-19	Mar-19	Green		
ASC	Improvement to Day Care Services at Hastings Road	385	0	0	Apr-16	Jul-18	Green		
ASC	Anchor Centre - new recovery hub	599	400	0	Apr-17	Jan-18	Green		
ASC	Specialist Dementia Care Centre	1,548	9	0	TBC	TBC	Purple	Being reviewed following the government announcement on Housing Cap	
ASC	Extra Care Schemes	2,450	0	0	TBC	TBC	Purple		
CDN (PDT)	Leicester North West Major Transport Scheme	8,928	213	0	Mar-19	Mar-21	Amber	Rephasing of works and preparation of new business case	
CDN (PDT)	North City Centre Access Improvement Scheme	11,432	1,847	0	Feb-20	Nov-19	Green		
CDN (PDT)	Ashton Green Highways Infrastructure (A46/Anstey Lane)	7,900	0	0	May-19	Dec-19	Green		
CDN (PDT)	City Centre Street Improvements	2,297	1,508	0	Apr-19	May-19	Green		
CDN (PDT)	Townscape Heritage Initiative	2,515	1,235	0	Feb-18	Apr-18	Green		
CDN (PDT)	Friars' Mill Phase 2	320	219	0	Aug-17	Aug-18	Purple	New delivery strategies. Transferred to developer for completion	
CDN (PDT)	Waterside Strategic Regeneration Area	25,370	5,568	0	Mar-23	Mar-23	Green		
CDN (PDT)	St George's Churchyard	900	41	0	Aug-18	Dec-18	Amber	Subject to planning permission. To be re-sumbitted to Committee in March	
CDN (PDT)	Shahista House, 37-45 Rutland Street	150	0	0	Dec-17	Feb-18	Green		
CDN (PDT)	Great Central Street / Vaughan Way	3,050	10	0	Jan-19	Aug-19	Green		
CDN (PDT)	Ashton Green	878	270	0	Mar-18	Apr-18	Green		Y
CDN (PDT)	Pioneer Park	5,000	87	0	Jan-21	Jan-21	Green		
CDN (PDT)	Newarke Street Car Park Improvements	335	0	0	Sep-18	Sep-18	Green		
CDN (PDT)	Great Central Railway Mainline Museum	250	80	0	Oct-18	Oct-18	Purple	Currently on hold following withdrawal of HLF funding	

COLOUR KEY : Successful Delivery Likely   Successful Delivery Probable   Successful Delivery Appears Unachievable   Project Complete   Project on Hold

Dept/ Division	Project	Total Budget (£000)	2017/18 Spend (£000)	Forecast U/(O)spend (£000)	Original Completion Date	Forecast Completion Date	Project RAG Rating	Reason for RAG Rating (if not Green or Blue)	RAG Changed Since P6?
CDN (TCI)	Pioneer Park Commercial Workspace (formerly Dock 2)	1,287	9	0	Spring 18	Spring 20	Purple	Tenders received higher than budget	
CDN (TCI)	Jewry Wall Museum Improvements	1,622	479	0	Mar-18	Feb-19	Amber	Walkway design revised	
CDN (TCI)	Leicester Market Redevelopment	4,610	1,516	0	Dec-18	Apr-19	Amber	Contractor for screen now identified. Within budget but awaiting approval.	
CDN (TCI)	Haymarket Theatre	3,427	2,620	0	Dec-17	Mar-18	Green		Y
CDN (TCI)	Abbey Pumping Station	500	80	0	Mar-19	Mar-19	Green		
CDN (NES)	Saffron Hill Cemetery Improvements	301	240	0	Dec-17	Mar-18	Green		
CDN (NES)	Library Management System	150	0	0	Dec-18	Dec-18	Green		
CDN (EBS)	15 New Street	58	20	0	Nov-17	Jul-18	Green		
CDN (EBS)	11-15 Horsefair Street	1,645	1,093	0	Nov-18	Nov-18	Green		
CDN (EBS)	York House acquisition	5,714	5,400	0	Dec-17	Dec-17	Blue		
ECS	Waterside Primary School	2,231	649	0	Aug-19	Sep-19	Amber	Project in danger of slippage	
ECS	Additional Places - Inglehurst Junior	310	25	(12)	Sep-17	Jul-18	Amber	Review following VFM concerns	
ECS	Additional Places - Spinney Hill	231	0	0	TBC	TBC	Red	Being reviewed following planned structural works being found unviable	
ECS	Additional Places - Alderman Richard Hallam	400	59	0	Sep-17	Sep-17	Blue		Y
ECS	Additional Places - Overdale Junior	86	0	0	Aug-16	Aug-16	Blue		
ECS	Additional Places - Marriott	612	20	0	Sep-18	Nov-18	Amber	Revised construction solution being proposed	
ECS	Primary School TMBs	2,346	1,301	0	Oct-17	Apr-18	Green		
ECS	Primary School Internal Reconfigurations	777	35	0	Sep-17	Apr-18	Green		
ECS	Carisbrooke TMB	693	615	0	Oct-17	Apr-18	Green		
ECS	Secondary School Places - PFI schools	2,401	818	0	Aug-19	Oct-19	Amber	Planned completion date later than required	Y
ECS	Secondary School Places - Non-PFI schools	1,099	44	0	Jul-19	Jul-19	Green		
ECS	Secondary School TMBs	11,993	4,617	0	Oct-17	Oct-17	Green		Y
ECS	Fullhurst/Braunstone Skills Centre Expansions	575	276	0	Oct-17	Feb-18	Green		
ECS	Fullhurst / Ellesmere School Expansions	1,725	175	0	Aug-19	Aug-19	Green		Y

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COLOUR KEY : Successful Delivery Likely   Successful Delivery Probable   Successful Delivery Appears Unachievable   Project Complete   Project on Hold

Dept/ Division	Project	Total Budget (£000)	2017/18 Spend (£000)	Forecast U/(O)spend (£000)	Original Completion Date	Forecast Completion Date	Project RAG Rating	Reason for RAG Rating (if not Green or Blue)	RAG Changed Since P6?
ECS	Children's Homes - Barnes Heath	105	22	(22)	Sep-17	Sep-17	Green		
ECS	Children's Homes - Dunblane Avenue	96	27	(81)	Oct-17	Feb-18	Amber	Review of service caused delay, but project close to completion	
ECS	Children's Homes - Netherhall	214	17	(62)	Sep-17	Oct-18	Amber	Review of service caused delay, but project is now progressing	Y
ECS	Children's Homes - Tatlow Road	178	18	(42)	Dec-17	Apr-18	Amber	Review of service caused delay, but now recommenced and close to completion	
PH	Humberstone Heights Golf Course - drainage/irrigation	328	302	0	Mar-18	Mar-18	Green		
Total (excluding HRA)		**123,176**	**32,793**	**(462)**					
CDN (HRA)	Conversion of Former Council Hostels	1,988	1,759	0	Jan-18	Jan-18	Blue		Y
CDN (HRA)	St Leonard's Tower Block - Lift	100	0	(95)	Mar-18	Jun-18	Amber	Overspend due to increased scope of project. Will be funded by HRA resources	
CDN (HRA)	Exchange Demolition	112	12	0	Dec-17	Oct-18	Amber	Delay in construction by medical centre owner	
CDN (HRA)	E-Communications (Mobile Working)	402	2	0	Aug-18	Feb-19	Amber	Delay in trialling new devices due to procurement of new supplier	
CDN (HRA)	Northgate Business Systems Phase 2	1,536	225	0	Mar-18	Jun-18	Amber	Impact of delay in mobile working delay	
CDN (HRA)	Tower Block Redevelopment	909	424	0	Sep-18	Jan-19	Amber	Safety works following Grenfell	
Total HRA		**5,047**	**2,422**	**(95)**					
Total (including HRA)		**128,223**	**35,215**	**(557)**					

COLOUR KEY : **Successful Delivery Likely** **Successful Delivery Probable** **Successful Delivery Appears Unachievable** **Project Complete** **Project on Hold**

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3.   Commentary on Specific Projects

3.1   Explanatory commentary for projects that are not currently progressing as planned, or for which issues have been identified is provided below. This has been defined as any scheme that has a RAG Rating other than "green" or "blue".

3.2   **Electronic Document System Replacement** Following a review of document storage capabilities of other systems such as LiquidLogic and SharePoint, it has been decided that investment in a dedicated and costly EDRMS solution is no longer required. However, there are still costs associated with the work carried out to date that will still need to be charged to the project.

3.3   **Automatic Call Distribution System Upgrade** This project has been delayed whilst a suitable provider is procured.

3.4   **Finance, HR & Payroll Systems** The core HR system has now been implemented with the recruitment system anticipated to be implemented in June 18. The Council is currently reviewing the project plan for the Finance system with the supplier following identification of project slippage and the need to ensure we use the flexibility offered by the system to best effect. Additional resources have been allocated to the project team and additional resource will be needed from the supplier.

3.5   **Specialist Dementia Care Centre** This project is on hold, pending the outcome of the government consultation on the future of social housing rents. Early indications are positive for the Council, but the detail is still awaited. An announcement in anticipated by late April 2018.

3.6   **Extra Care Schemes** These schemes are on hold, pending the outcome of the government consultation on the future of social housing rents. Early indications are positive for the Council, but the detail is still awaited. An announcement in anticipated by late April 2018.

3.7   **Leicester North West Major Transport Project** Staffing shortages, delays with construction drawings and design have hindered the progress of this project, which is causing delays on sites for construction works.

3.8   **Friars' Mill Phase 2 (offices)** The project stalled when the Council's main contractor unexpectedly entered administration. Construction works will recommence following agreement with a commercial property developer, who has acquired the partially constructed buildings and will dispose of the units to occupiers following completion. The Council's capital scheme has therefore been brought to an end. The forecast net expenditure of £320k will be transferred to the main Waterside project, which (with the 2016-17 spend of £677k previously expected to be reimbursed from capital receipts), creates an additional pressure which will need to be managed/considered as the wider Waterside scheme progresses. The £930k balance of the offices spending approval and the £2m assumed capital receipts should be removed from the programme.

3.9   **St George's Churchyard** The commencement of the public realm improvements is dependent on planning approval being granted. This was taken to the Planning Committee in December 2017 but approval was deferred. It will now be resubmitted in March 2018

3.10   **Great Central Railway Mainline Museum** This project is now on hold following the withdrawal of HLF funding in December 2017. GCR are now considering options for an

alternative scheme and further meetings to discuss alternatives will be held with the City and County Councils in due course.

3.11 **Pioneer Park Commercial Workspace (formally Dock 2)** As reported at 2016/17 Outturn, tenders received for the project were higher than the budget allowed. This project is no longer proceeding via the original delivery route. The land and the adjoining land owned by the HCA (now Homes England) is subject to acquisition by the Council using LGF funds, this is expected to be completed by the 31st March 2018. A proposal to seek a development partner to develop out new commercial space on both of the vacant Homes England sites is now being considered. This will potentially enable the Council to retain some business space which could function as move–on space for Dock. The land available will enable the development partner to build additional business space for sale or lease.

3.12 **Jewry Wall Museum Improvements** This project is expected to complete later than originally expected due to a technical review of the Stage 4 Walkway Design concluding that the current proposals were inadequate. Further works are also required to investigate archaeology and utilities infrastructure that will be impacted by the structure.

3.13 **Leicester Market Redevelopment** A contractor for the new screen behind the Corn Exchange has now been identified. A contract will be awarded once all necessary agreements are in place.

3.14 **Waterside Primary School** The project remains on the critical path and as such the procurement route is continuing to be reviewed and confirmed. This is following a market testing with the original procurement strategy that increased the level of risk to the programme. This places an 'Amber' status on the project.

3.15 **Additional School Places – Inglehurst Junior School** Value for money concerns regarding submitted costs have been identified. The project was therefore reviewed and re-programmed to allow for a formal competitive tender process, resulting in a revised programme as per the current forecast programme. Due to the need for additional spaces from Sept 17, the school was asked to accommodate the additional children in another location within the school until the new classroom is completed. The present project is now progressing in line with the new programme.

3.16 **Additional School Places – Spinney Hill Primary School** A feasibility study was previously executed outlining that the current specification would not prove financially viable due to the amount of structural works required and therefore increased costs to the scheme proposal. This scheme is currently on hold and no costs incurred other than a feasibility study having been undertaken. Further plans are being reviewed to identify the next steps to identify a deliverable project. There is presently no risk in terms of providing the pupil places required, however, there is a risk of slippage of financial spend.

3.17 **Additional School Places – Marriott Primary School** The scheme has completed the feasibility period and the exact brief is being confirmed with the school. Based on a traditional procurement route and traditional form of construction, the programme is too long and as such, an alternative procurement option and construction solution has been identified.

3.18 **Secondary School Places – PFI Schools** The planned practical completion date of October 2019 is after the required date of August 19. However, this will be reviewed after tenders received in March 2018. It is hoped that current forecast can be improved upon. A contingency plan is in place to accommodate children from September 19.

3.19 **Children's Homes – Dunblane Avenue** Whilst most works are either complete, or on track for completion, the Ground Floor Office Refurbishment Works are presently on hold pending review of funding remaining across the Children's Homes and Contact Centres Programme. The project is expected to overspend by £81k.

3.20 **Children's Homes – Netherhall** Works were delayed pending a full Children's Homes programme review when an anticipated overspend was identified. Works at Netherhall Road were paused to prevent the programme exceeding the budget, with works at Tatlow Road being prioritised. Works have now been authorised to proceed and a design is being appointed to progress the project.

3.21 **Children's Homes – Tatlow Road** Works were delayed pending a full programme review due to identification of programme overspend. Works have now recommenced and are on track to the revised programme.

3.22 **St Leonard's Lift** The building was originally designed to have two lifts but only one was ever installed, with the location of the second lift being used as communal cupboards. The original lift is now coming to the end of its useful life and the decision has been taken to install a new second lift so that the existing lift can be renewed and the block will have two lifts as originally planned. It is now estimated that the cost for both lifts will be around £195k, exceeding the approved budget by £95k.

3.23 **Exchange Demolition** The demolition of the existing parade of shops is dependent on the relocation of the post office currently located there. A decision was taken on 4th August 2017 to dispose of land on Sturdee Road to Invonex Properties Limited in order that an existing Health Centre can to be extended to accommodate a new post office. The land transfer was subsequently completed on 13th October 2017. Delays to the construction of the post office will mean that demolition will now not take place until 2018/19.

3.24 **E-Communications (Mobile Working)** Procurement of new devices is currently in progress. This has delayed the trialling of new devices. The Mobile Working IT software solution (part of the Northgate project) is also delayed.

3.25 **Northgate Business Systems Phase 2** Roll-out of the online offer has been delayed due to the delay of the mobile working project.

3.26 **Tower Block Redevelopment** Following the Grenfell Tower fire in London, it was decided to delay the re-occupation of Gordon House to reassure returning tenants that all passive fire safety measures had been completed to the required standard. This delay has subsequently affected the start date for works to Maxfield House.

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WORK PROGRAMMES

1. Summary

1.1 As stated in the cover report, work programmes are minor works or similar on-going schemes where there is an allocation of money to be spent during a particular year. Monitoring of work programmes focusses on whether the money is spent in a timely fashion.

Department /Division	Approved £000	2017/18 Spend to Date £000	Forecast Slippage £000	Forecast Under/(over) Spend £000
Adult Social Care	248	0	0	0
Planning, Development & Transportation	9,452	4,968	0	0
Tourism, Culture & Inward Investment	130	70	0	0
Neighbourhood & Environmental Services	225	62	0	0
Estates & Building Services	874	397	0	0
Housing General Fund	5,474	785	2,910	0
LLEP	10,110	1,832	0	0
Children's Services	11,730	2,050	5,519	41
Total (excluding HRA)	**38,243**	**10,164**	**8,429**	**41**
Housing Revenue Account	15,764	9,110	1,137	0
Total (including HRA)	**54,007**	**19,274**	**9,566**	**41**

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2. Summary of Individual Work Programmes

Work Programme	Approved £000	2017/18 Spend to Date £000	Forecast Slippage £000	Forecast Under/(over) Spend £000
Transport Improvement Works	1,458	930	0	0
Air Quality - Walking and Cycling	115	51	0	0
Collaborate Business Project - Business Grants	300	112	0	0
Highways Maintenance	3,527	2,092	0	0
Townscape Heritage Initiative - Business Grants	200	185	0	0
Flood Strategy	247	50	0	0
Festive Decorations	50	49	0	0
Local Environmental Works	378	262	0	0
Legible Leicester	618	225	0	0
Leicester Strategic Flood Risk Management Strategy	1,200	464	0	0
Parking Strategy Development	1,259	501	0	0
Potential Strategic Development Sites Assessment	100	47	0	0
Retail Gateways	50	26	0	0
Heritage Interpretation Panels	80	44	0	0
Parks Plant and Equipment	150	0	0	0
Allotment Infrastructure Phase 2	75	62	0	0
Property Maintenance	874	397	0	0
Private Sector Disabled Facilities Grant	2,130	531	31	0
Repayable Home Repair Loans	300	132	14	0
Leicester Energy Efficieny Fund	50	5	10	0
Street Scene Improvements - Housing Estates	65	43	0	0
Vehicle Fleet Replacement Programme	2,929	74	2,855	0
Local Growth Fund Projects	10,110	1,832	0	0
School Capital Maintenance	8,063	1,756	2,744	41
BSF Schools' Landlord Lifecycle Fund	3,667	294	2,775	0
Dementia Friendly Buildings Initiative	248	0	0	0
Total (excluding HRA)	**38,243**	**10,164**	**8,429**	**41**
New Kitchens in Council Housing	2,800	2,437	500	0
New Bathrooms in Council Housing	1,200	429	200	0
Council Housing - Boiler Replacements	3,500	2,284	0	0
Council Housing - Rewiring	2,200	976	450	0
Disabled Adaptations & Improvements	1,300	773	50	0
Council Housing - External Property Works	1,077	649	105	0
Community & Environmental Works - Housing Estates	1,554	850	(68)	0
Council Housing - Fire and Safety Works	1,150	654	(100)	0
Council Housing - Insulation Works	983	58	0	0
Total HRA	**15,764**	**9,110**	**1,137**	**0**
Total (including HRA)	**54,007**	**19,274**	**9,566**	**41**

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3. Commentary on Specific Work Programmes

3.1 Explanatory commentary for work programmes not currently progressing as planned, or for which issues have been identified is provided below. For Period 9 monitoring, this has been defined as any scheme where material slippage is forecast.

3.2 **Highways Maintenance** The Department for Transport has recently announced increased funding for the Pothole Action Fund and awarded Leicester an additional £129k for 2017/18. It is proposed that this is added to this year's capital programme for use the Council's LEAN Pothole Patching Repairs Programme to address bad winter impact on roads in wards.

3.3 **DFT Funded Bus Retrofitting Programme** £2.2m has been awarded by the Department for Transport for the period 2017-19 towards retrofitting engines in 109 buses in the city fleet (operated by First, Arriva, Centrebus and Kinch) to achieve Emissions Euro Standard 6. This will assist in meeting EU air quality targets as part of the Council's Air Quality Action Plan. Approval is sought to add this to the capital programme as a new work programme.

3.4 **Vehicle Fleet Replacement Programme** Work continues in developing a detailed vehicle replacement plan that will promote the most cost effective management of the Council's vehicle fleet. The timescales for the completion of this will result in expenditure after April, requiring £2.9m to be re-profiled into 2018/19. £350k of this money will be spent on fitting axle load indicators to 3.5-tonne and other specialist vehicles to ensure compliance with vehicle load restrictions. A procurement exercise aimed at minimising the unit cost of the mechanism will be carried out.

3.5 **School Capital Maintenance & BSF Landlord Lifecycle Fund** Some school maintenance budgets have been rescheduled for 2018/19 following a prioritisation exercise. This includes £1.2m for the recently approved school kitchens strategy which will be spent in 2018/19.

3.6 **Council Housing - New Kitchens and Bathrooms** The Grenfell Tower fire has resulted in delays to the tower block redevelopment as the reoccupation of Gordon House was delayed to enable returning residents to be properly assured about fire safety measures. £500k of the planned expenditure on new kitchens and £200k on new bathrooms within tower blocks will need to be re-profiled as a result.

3.7 **Council Housing – Rewiring** Re-wiring is demand-led and will underspend by £450k during the year; this will be used to fund additional investment in cost effective waylighting, which delivers on-going revenue savings and bringing forward re-roofing work.

3.8 **Council Housing - External Property Works** By undertaking work on a greater number of properties, expenditure on re-roofing can be brought forward from 2018/19, being funded from the reduction in re-wiring.

3.9 **Community & Environmental Works - Housing Estates** Housing Estates expenditure on waylighting can be brought forward from 2018/19 and funded from underspends in the Council Housing Rewiring programme.

3.10 **Fire & Safety Works** £100k of expenditure on the installation of additional intruder alarms has been brought forward from 2018/19. Revenue income is received from tenants through increased rent to cover this cost.

PROVISIONS

1. **Summary**

1.1 As stated in the cover report, provisions are sums of money set aside in case they are needed, where low spend is a favourable outcome rather than indicative of a problem.

1.2 As at the end of Period 9, the following budgets for capital provisions were unspent.

Provision	Approved £000	2017/18 Spend to Date £000	2017/18 Commit-ments £000	2017/18 Total £000	Remaining Budget £000
Local Investment Fund Support	187	0	20	20	167
New School Places - General Contingency	1,083	179	50	229	854
Adventure Playgrounds & Youth Centres	25	0	5	5	20
Early Years - Two Year Olds - PVI providers	321	97	35	132	189
Empty Homes Purchase	50	246	(246)	0	50
Total	**1,666**	**522**	**(136)**	**386**	**1,280**

PROJECTS SUBSTANTIALLY COMPLETE

1. Summary

1.1 As at the end of Period 9, the following schemes were still in progress and nearing completion. The budgets are the unspent amounts from previous years' capital programmes, mainly as a result of slippage.

Project	Approved £000	2017/18 Spend to Date £000	Forecast Slippage £000	Forecast Under/(over) Spend £000
Street Lighting Replacement Programme	166	41	0	0
Haymarket Bus Station	236	233	0	0
Friars' Mill Phase 1	220	37	0	0
Mill Lane Pedestrianisation (DMU funded)	70	149	0	0
Carron Building	18	0	0	0
Victoria Park Centenary Walk Phase 2	154	154	0	0
Installation of Defibrillators on Parks	25	10	0	0
New Walk Museum Works	414	370	0	0
LED Lighting	142	71	0	0
New School Places	605	234	0	0
Targeted Basic Need - Kestrels' Field	269	80	0	0
Children's Service's Contact Centre	13	0	0	0
Schools (Residual BSF Programme)	1,793	625	0	0
Meynell's Gorse	65	57	0	0
Total (excluding HRA)	**4,190**	**2,061**	**0**	**0**
Affordable Housing Programme 2013-17	164	115	0	0
Total HRA	**164**	**115**	**0**	**0**
Total (including HRA)	**4,354**	**2,176**	**0**	**0**

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POLICY PROVISIONS

1. Summary

1.1 As at Period 9, the following policy provisions were still awaiting formal approval for allocation to specific schemes.

Department/ Division	Policy Provision	Amount £000
CDN (EBS)	Property Maintenance	1,652
CDN (EBS)	Braunstone Hall*	141
CDN (PDT)	Economic Action Plan	2,792
CDN (PDT)	Air Quality Action Plan	740
CDN (PDT)	Parking Strategy Development	700
CDN (PDT)	Local Environmental Works	400
ECS	Children's Services	21,916
ASC	Extra Care Schemes	6,700
Total (excluding HRA)		**35,041**
CDN (HRA)	New Affordable Housing	1,954
CDN (HRA)	Other HRA Schemes	300
Total HRA		**2,254**
Total (including HRA)		**37,295**

1.2 Money for new school places has been periodically released during the year, as plans are developed and approved. Decisions taken include:

- £12,758k released on 30/5/17 for temporary modular buildings and secondary school expansions.
- £777k released on 23/6/17 for primary school expansions.
- A further £4,834k released on 3/7/17 for temporary modular buildings and secondary school expansions.
- £739k released 11-14/7/17 for ICT needs for secondary school expansions.
- £3,383k released on 6/9/17 for the design phase of secondary school expansions.
- £2,231k released on 25/9/17 and 18/1/18 for the new Waterside Primary School.

1.3 Other releases from policy provisions up to Period 9 (now reflected in the tables above) include:

- £300k released from the Saffron Hill Cemetery policy provision on 23/5/17 for cemetery extension works.
- £150k released from the Library Management System policy provision on 12/7/17.
- £1,748k released from the Property Maintenance policy provision on 1/9/17 to undertake capital maintenance works on the Council's corporate property portfolio.
- £300k released from the Local Environment Works policy provision on 10/11/17.
- £700k released from the Parking Strategy Development policy provision on 17/11/17.

1.4 Since Period 9, £15,778k has been released from the Children's Services policy provision for Fullhurst Secondary School expansion. This has not yet been reflected in the table above.

Index of Departmental/Divisional Project Summaries

Capital Programme Project Monitoring 2017/18

Departmental Summary

1. <u>General</u>

Department	**Resources**

2. <u>Projects</u>

Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
Electronic Document Management System	330	April 18	Sept 19	P	We are delivering functionality through existing Line of Business applications and SharePoint and will not therefore replace the existing EDRMS platform. There remain costs associated with the project but these are expected to be less than originally anticipated,
Automatic Call Distributor (ACD) system.	300	April 18	April 19	A	Procurement delays
Lync telephony Infrastructure upgrade	47	April 17	July 17	B	Complete
Finance, HR & Payroll System HR /Finance	1,293	June 17	April 19	A	Delays in the delivery of the HR system and internal decisions.
Total	**1,970**				

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Capital Programme Project Monitoring 2017/18

Departmental Summary

1. General

Department (or Division in CDN)	Adult Social Care

2. Projects

Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
ICT Investment – Phase 2 (Liquidlogic Enhancements)	1,185	January 2019	March 2019	G	
Improvements to day care services at Hastings Road	385	April 2016	July 2018	G	
Anchor Centre – new recovery hub	599	April 2017	January 2018	G	Complete. Invoices to be processed, and retention payment
Special Dementia Care Centre	1,548			P	Being reviewed following the government announcement on Housing Cap
Extra Care – Two Schemes	2,450			P	Being reviewed following the government announcement on Housing Cap
Total	6,167				

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Capital Programme Project Monitoring 2017/18

Departmental Summary

1. General

Department (or Division in CDN)	**Planning, Development & Transportation**

2. Projects

Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
Leicester North West Transport Scheme	8,928	March 2019	March 2021	A	Rephasing of works and preparation of new business case.
North City Centre Access	11,432	Feb 2020	November 2019	G	
Ashton Green Highways Infrastructure	7,900	May 2019	December 2019	G	
City Centre Street Improvements	2,297	April 2019	May 2019	G	
Townscape Heritage Initiative	2,515	Feb 2018	April 2018	G	
Friars Mill Phase 2	320	Aug 2017	August 2018	P	New delivery strategies. Transferred to developer for completion.
Waterside	25,370	March 2023	March 2023	G	
St George's Churchyard	900	August 2018	December 2018	A	Subject to planning approval March Planning committee
Shahista House	150	December 2017	February 2018	G	
Vaughan Way/ Great Central Street	3,050	January 2019	August 2019	G	
Ashton Green	878	March 2018	April 2018	G	
Pioneer Park	5,000	January 2021	January 2021	G	
Newarke Street Car Park Improvements	335	September 2018	September 2018	G	
GCR Mainline Museum	250	October 2018	October 2018	P	Project on hold following withdrawal of HLF funding
Total	**69,325**				

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Capital Programme Project Monitoring 2017/18

Departmental Summary

1. General

CDN - Division	**Tourism, Culture and Inward Investment**

2. Projects

Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
Pioneer Park Commercial Workspace (Formerly Dock2)	1,287	Spring 18	Spring 20	P	On Hold.
Jewry Wall Museum Improvement	1,622	March 2018	Feb 2019	A	Walkway design revised
Leicester Market Redevelopment	4,610	Dec 2018	April 2019	A	Contractor for screen identified Contract to be awarded once agreement with JDW is obtained
Haymarket Theatre	3,426	Dec 2017	March 2018	G	
Abbey Pumping Station	500	March 2019	March 2019	G	
Total	**11,445**				

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Capital Programme Project Monitoring 2017/18

Departmental Summary

1. <u>General</u>

Department (or Division in CDN)	**Neighbourhood and Environmental Services**

2. <u>Projects</u>

Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
Saffron Hill Cemetery Improvements	301	Dec 17	March 18	**G**	
Library Management System	150	Dec 18	Dec 18	**G**	
Total	**451**				

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Capital Programme Project Monitoring 2017/18

Departmental Summary

1. General

Department (or Division in CDN)	**Estates and Building Services (EBS)**

2. Projects

Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
15 New Street	58	Nov 2017	July 2018	**G**	
11-15 Horsefair Street	1,645	Nov 2018	Nov 2018	**G**	
York House Acquisition	5,714	Dec 2017	Dec 2017	**B**	
Total	**7,417**				

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Capital Programme Project Monitoring 2017/18

Departmental Summary

1. General

Department (or Division in CDN)	Children's Services

2. Projects

Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
Waterside Primary School	2,231	Aug 19	Sep 19	A	The scheme is on the critical path for opening in August 2019. A project review to de-risk the project is continuing.
Additional Places - Inglehurst Junior	310	Sep 17	Jul 18	A	The project was originally to be procured via framework to meet the required timescales. However there were value for money concerns with the submitted costs. Project was therefore reviewed and re-programmed to allow for a formal competitive tender process, resulting in a revised programme.
Additional Places - Spinney Hill	231	TBC	TBC	R	The Feasibility Study identified challenges and due to the amount of structural works required the design was considered not to be viable when aligned to the project budget. Further plans are being reviewed to identify the next steps to identify a deliverable project.
Additional Places - Alderman Richard Hallam	400	Sep 17	Sept 17	B	Completed. Budget close-out to be confirmed.
Additional Places - Overdale Junior	86	Aug 16	Aug 16	B	Completed. Budget close-out to be confirmed.
Additional Places - Marriott	612	Sept 18	Nov 18	A	Based on a traditional procurement route and traditional form of construction, the programme is too long and as such, an alternative procurement option and construction solution has been identified and is presently being agreed with the Procurement team. There remains risk to the initial planned completion date.
Primary School TMBs	2,346	Oct 17	Apr 18	G	
Primary School Internal Reconfiguration	777	Sep 17	Apr 18	G	

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Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
Carisbrooke TMBs	693	Oct 17	Apr 18	G	
Secondary School Places – PFI Schools	2,401	Aug 19	Oct 19	A	The planned practical completion date will be reviewed after tenders received in March 2018. It is hoped that current forecast can be improved upon. A contingency plan is in place to accommodate children from Sept 19.
Secondary School Places – Non-PFI Schools	1,099	Jul 19	Jul 19	G	
Secondary School TMBs	11,993	Oct 17	Oct 17	G	
Secondary Expansions – Fullhurst / Braunstone Skills Centre)	575	Oct 17	Feb 18	G	Phase 1 works were completed on programme and now Phase 2 works are planned for completion in Feb 18.
Secondary Expansions – Fullhurst / Ellesmere)	1,725	Aug 19	Aug 19	G	
Children's Homes – Barnes Heath	105	Sep 17	Sep 17	G	
Children's Homes – Dunblane Avenue	96	Oct 17	Feb 18	A	Works are either complete, or on track for completion. The Ground Floor Office Refurbishment Works were recently paused pending review of funding remaining across the Children's Homes and Contact Centres Programme, which has caused slippage to the programme.
Children's Homes – Netherhall	214	Sep 17	Oct 18	A	Works were delayed pending a full programme review due to identification of programme overspend. A review of the full CHMP programme has been undertaken due to anticipated overspend on the programme as a whole. Works at Netherhall Road were paused to prevent the programme exceeding the budget; works have now been approved to progress at Netherhall Road.
Children's Homes – Tatlow Road	178	Dec 17	Apr 18	A	Works were delayed pending a full programme review due to identification of programme overspend. Works have recommenced and are on track to the revised programme.
Total	**26,072**				

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Capital Programme Project Monitoring 2017/18

Departmental Summary

1. General

Department (or Division in CDN)	**Public Health**

2. Projects

Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
Humberstone Heights Golf Course Investment	328	March 18	March 18	**G**	
Total	**328**				

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Capital Programme Project Monitoring 2017/18

Divisional Summary – Housing

1. <u>General</u>

Department (or Division in CDN)	**Housing**

2. <u>Projects</u>

Project Name	Approval 17/18 to 19/20 (£000)	Original Completion Date	Forecast Completion Date	RAG Rating (project)	Give reasons if not green
Conversion of Former Council Hostels	1,988	Jan 18	Jan 18	B	
St Leonard's Tower Block - Lift	100	Mar 18	June 18	A	Indications that cost may exceed approval (by up to £95k) depending on procurement. Will be funded within HRA resources if required.
Exchange Demolition	112	Dec 17	Oct 18	A	Delay in construction undertaken by medical centre owners.
E-Communications (Mobile Working)	402	Aug 18	Feb 19	A	Delay in trialling new devices until corporate procurement of new IT hardware supplier.
Northgate Business Systems Phase 2	1,536	March 18	June 18	A	Decision to procure Mobile Working solution has delayed roll out which impacts online offer.
Tower Block Redevelopment	909	Sept 18	Jan 19	A	Slight delay in reoccupation of Gordon House following Grenfell Fire has knock on effect to Maxfield House works
Total	**5,047**				

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Overview Select Committee

Draft Work Programme 2017 – 2018

Meeting Date	Topic	Actions Arising	Progress
Special meeting – 22 Jun 17	1) Revenue Budget Monitoring Outturn 2016/17 2) Capital Budget Monitoring Outturn 2016/17 3) Income Collection April 2016 - March 2017 4) Review of Treasury Management Activities 2016/17		
14 Sep 17	1) Tracking of petitions 2) Call-in – Revenue Budget Monitoring Outturn 2016/17 3) Questions to City Mayor 4) Emergency Management & Planning 5) Scrutiny Commission Reports • HCLS: Health and Well-being and arts • EDTT: Bus Services Act 2017	2) The committee voted to withdraw the Call-in. 4) A visit to the emergency control room located in City Hall and a simulation exercise to be arranged for interested Councillors. 5) Both items were endorsed.	All actions complete
2 Nov 17	1) Tracking of petitions 2) Questions to City Mayor 3) Capital and Revenue Budget Monitoring Reports – Period 4 4) Employment Monitoring Report	3) A briefing on the Housing Cap and Extra Care Scheme to be provided to Members of the Committee. Further info on the article in the media re the Council providing £150k to a developer to refurbish a property near Curve to be provided to Cllr Porter. Info on whether the Legible Leicester Programme was on track / within budget and whether revenue could be raised by the sale of the redundant scrap metal signs to be provided to Cllr Newcombe. 4) Details of the numbers of BME employees in each of the top three tiers of the Council to be sent to Cllr Govind	Briefing on the Housing Cap will be provided following the Gov't decision. All other actions complete.

Meeting Date	Topic	Actions Arising	Progress
Special meeting – 20 Nov 17	1) Draft Capital Programme 2018/19 to 2019/20	1) More info on the minor transport schemes at Dover Street car park, Granby Street and St Margaret's Bus Station to be sent to Councillor Cleaver. 2) Details of the types of jobs that had been created by the EAP and the details of unemployment during the period of the EAP to be sent to Councillor Dr Moore	All actions complete
14 Dec 17	1) Tracking of petitions 2) Call-in - Revenue Budget Monitoring Period 4 2017/18 – Savings arising from the Homelessness Review 3) Questions to City Mayor 4) Reports of the Finance Task Group 5) Scrutiny Commission Reports • HCLS: Engagement with Leicester's Arts, Culture and Heritage Offer	2) The committee voted to withdraw the Call-in. Homelessness Strategy to be brought to a future meeting of OSC. 5) Scoping document was endorsed.	Homelessness Strategy has been added to the April meeting agenda.
1 Feb 18	1) Tracking of petitions 2) Questions to City Mayor 3) Draft General Fund Revenue Budget 2018/19 to 2020/21 4) Treasury strategy 2018/19 5) Scrutiny Commission Reports • CYPS: Literacy Report • CYPS: Tackling Persistent Pupil Absences Scoping Document	2) City Centre Directors report on the thriving city centre to be circulated to all OSC members. Cllr Cank to be invited to CM's meeting when considering use of empty units that we own around the market. Info on self-build parcels of land and also environmental standards of proposed housing on Ashton Green to be sent to Cllr Porter. 3) Breakdown of transport figure of £33m Parks &open spaces and tourism, culture & investment decision reports to be sent to Cllr Khote 5) Both items were endorsed.	All actions complete

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Meeting Date	Topic	Actions Arising	Progress
5 Apr 18	1) Tracking of petitions 2) Questions to City Mayor 3) Homelessness Strategy 4) Equalities Strategy and Action Plan 5) LCC Absence Management 6) Capital and Revenue Budget Monitoring Reports 7) Scrutiny Commission Work Programmes		

Draft Work Programme 2018 – 2019

Meeting Date	Topic	Actions Arising	Progress
Jun 18	1) Tracking of petitions 2) Questions to City Mayor 3) Revenue Budget Monitoring Outturn 2016/17 4) Capital Budget Monitoring Outturn 2017/18 5) Income Collection April 2017 - March 2018 6) Review of Treasury Management Activities 2017/18 7) Scrutiny Report 2016-18 8) Revised Scrutiny Handbook		
Sep 18			

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Forward Plan Items

Topic	Detail	Proposed Date
PCC monitoring	Cllr Master to talk about community engagement role in policing (from PCC visit)	
Channel Shift (from NSCI: 20th March 2017)		
Updates on CRM implementation and complaints issues (routinely from audit and risk)		
Oversight on the new process for dealing with non-statutory corporate complaints		
Using Buildings Better update		

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Leicester City Council

PLAN OF KEY DECISIONS

On or after 1 April 2018

What is the plan of key decisions?

As required by legal regulations the Council publishes a document to show certain types of decision known as 'key decisions' that are intended to be taken by the Council's Executive (City Mayor, Deputy City Mayor and Assistant City Mayors). The legislation requires that this document is published 28 clear days before a decision contained in the document can be taken. This document by no means covers all the decisions which the Executive will be taking in the near future.

Details of the other decisions, the City Mayor and the Executive also take can be found at www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1

What is a key decision?

A key decision is an executive decision which is likely:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in two or more wards in the City.

Full details of the definition can be viewed at https://www.leicester.gov.uk/your-council/how-we-work/plan-of-key-decisions/

What information is included in the plan?

The plan identifies how, when and who will take each key decision, who to contact for more information or to make representations, and in addition where applicable, who will be consulted before the decision is taken.

The plan is published on the Council's website.

Prior to the taking of each executive key decision, please note that the relevant decision notice and accompanying report will be published on the Council's website and can be found at
http://www.cabinet.leicester.gov.uk/mgdelegateddecisions.aspx?bcr=1

Plan of Key Decisions

On or after 1 April 2018

Contents

1. A place to do business

What is the Decision to be taken?	NEW OPPORTUNITIES To approve the investment in new opportunities through the use of New Opportunities funding.
Who will decide?	City Mayor/Executive

When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	None.
Who can I contact for further information or to make representations	Matthew.Wallace@leicester.gov.uk

What is the Decision to be taken?	BUSINESS RATES POOL FUNDING As accountable body to the LLEP, decision to delegate authority to the Strategic Director City, Development and Neighbourhoods to sign off individual project allocations from the 16/17 Business Rates Pool for economic development investment projects, as recommended by the LLEP.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	The appraisal and decision making process for projects to receive investment involves multiple LLEP stakeholders from the public, private and voluntary sectors. The individual projects recommended for investment will be appraised and decided according to process set out in the LLEP's Local Assurance Framework.
Who can I contact for further information or to make representations	David.Wright@leicester.gov.uk

What is the Decision to be taken?	DECISIONS ACTING AS ACCOUNTABLE BODY TO THE LLEP Decisions as a consequence of being the Accountable Body to the Leicester and Leicestershire Enterprise Partnership, as and when they arise.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Proposals will have been subject to the LLEP governance processes.
Who can I contact for further information or to make representations	Colin.Sharpe@leicester.gov.uk

What is the Decision to be taken?	HAYMARKET CAR PARK REFURBISHMENT AND ASSOCIATED WORKS
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018

Who will be consulted and how?	
Who can I contact for further information or to make representations	Neil.Gamble@leicester.gov.uk

2. Getting about in Leicester

What is the Decision to be taken?	LEICESTER NORTH WEST MAJOR TRANSPORT SCHEME PHASE 2
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Public consultation undertaken of scheme design. Ongoing engagement with stakeholders and County Council.
Who can I contact for further information or to make representations	John.Dowson@leicester.gov.uk / Joanna.Aitken@leicester.gov.uk

What is the Decision to be taken?	CONNECTING LEICESTER PHASE 3 Decision to approve funds to progress the next phases of Connecting Leicester including schemes in the Market area, Pocklingtons Walk/Horsefair Street and London Road/Lancaster Road – to be funded as part of the Economic Action Plan and through external grant funding.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Public, stakeholder and planning application consultation carried out on each scheme as appropriate.
Who can I contact for further information or to make representations	Andrewl.Smith@leicester.gov.uk

What is the Decision to be taken?	MEMBERSHIP OF MIDLANDS CONNECT SUB-NATIONAL TRANSPORT BODY For Leicester City Council to be a constituent member of a statutory Midlands Connect Sub-National Transport Body covering the whole of the Midlands
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Consultation will be carried out by Midlands

	Connect of interested parties and stakeholders
Who can I contact for further information or to make representations	Garry.Scott@leicester.gov.uk

3. A low carbon city

No decisions due to be taken under this heading for the current period

4. The built and natural environment

What is the Decision to be taken?	TECHNICAL SERVICES REVIEW - TRANSFORMING DEPOTS To approve a programme of rationalisation, disposal and improvement of the Council's depots. Planned capital expenditure is expected to be funded from the proceeds of disposals.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	No external consultation is required, as this relates to the Council's operational arrangements.
Who can I contact for further information or to make representations	Philip.Davison@leicester.gov.uk

What is the Decision to be taken?	WATERSIDE OFFICE LETTING SPACE Decision to take an option to lease up to 17,000sqft of new office space in Waterside for onward letting to external businesses and organisations to promote economic development.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Consultation is not required to take an option to lease.
Who can I contact for further information or to make representations	louise.seymour@leicester.gov.uk

What is the Decision to be taken?	THE DEMOLITION OF GOSCOTE HOUSE

Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Housing Scrutiny Commission
Who can I contact for further information or to make representations	Simon.Nicholls@leicester.gov.uk

5. A healthy and active city

What is the Decision to be taken?	FUTURE MODEL OF INTEGRATED LIFESTYLE SERVICES
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Providers, service users, public and other stakeholders primarily through meetings, questionnaires and interviews.
Who can I contact for further information or to make representations	Jo.Atkinson@leicester.gov.uk

What is the Decision to be taken?	SPORTS AND LEISURE SERVICES REVIEW
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Providers, service users, public and other stakeholders primarily through meetings, questionnaires and interviews
Who can I contact for further information or to make representations	Andrew.Beddow@leicester.gov.uk

6. Providing care and support

No decisions due to be taken under this heading for the current period

7. Our children and young people

What is the Decision to be taken?	ADDITIONAL SCHOOL PLACES To approve capital funding for additional

	school places for 2017/18 and 2018/19 academic years
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Schools
Who can I contact for further information or to make representations	Rob.Thomas@leicester.gov.uk

8. Our neighbourhoods and communities

No decisions due to be taken under this heading for the current period

9. A strong and democratic council

What is the Decision to be taken?	REVENUE BUDGET MONITORING 2017/18 PERIOD 9 Decisions consequential to the monitoring of expenditure in 2017/18 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Overview Select Committee – date to be advised.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	CAPITAL MONITORING 2017/18 PERIOD 9 Decisions consequential to the monitoring of expenditure in 2017/18 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Overview Select Committee, date to be advised.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	REVENUE OUTTURN 2017/18 Decisions consequential to the monitoring of expenditure in 2017/18 (if any).
Who will decide?	City Mayor/Executive

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When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Overview Select Committee – date to be advised.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	CAPITAL OUTTURN 2017/18 Decisions consequential to the monitoring of expenditure in 2017/18 (if any).
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	Overview Select Committee, date to be advised.
Who can I contact for further information or to make representations	Alison.Greenhill@leicester.gov.uk

What is the Decision to be taken?	INVESTMENT PROPERTY To approve the purchase of investment property through use of Investment Property funding.
Who will decide?	City Mayor/Executive
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	None
Who can I contact for further information or to make representations	Matthew.Wallace@leicester.gov.uk

What is the Decision to be taken?	EQUALITY STRATEGY 2018-2022 To approve a new corporate equality strategy which sets out our approach to meeting the general aims of our Public Sector Equality Duty and what our equality priorities as an organisation are.
Who will decide?	Deputy City Mayor with responsibility for Culture, Leisure, Sport and Regulatory Services
When will they decide?	Not before 1 Apr 2018
Who will be consulted and how?	None
Who can I contact for further information or to make representations	Hannah.Watkins@leicester.gov.uk