

Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 13 July 2022
Subject:	Neighbourhood Support Housing Services - Calico Gateway Review	
Report of	Deputy Leader and Cabinet Member for Health and Wellbeing	

Summary

1. Floating Support/tenancy support services are essential in breaking cycles of homelessness, by developing independent livings skills for households to sustain their tenancies. This has become of greater importance, as the cost of living has increased and housing market becoming more expensive. Calico Enterprise was commissioned to deliver this service in 2019 at a cost envelope of £634,970.77. The service included delivering 875 hours of support to households regardless of tenure and 30 units of accommodation for single homeless and childless couples.
2. The Community Commissioning Division has reviewed the performance of the service and has concluded recommendations for the next 2 years.
3. Due to time constraints, the current service has been extended for 2 months (1st July 2022 to 31st August 2022) to allow for governance and the proposed cabinet approval for a 2-year extension.

Recommendation(s)

4. The recommendations are to:
 - a) Extend contractual arrangements from the 1st July 2022 to 30th June 2023 aligned to the proposed service delivery model.
 - b) Reduce the contract value from £634,970.77 to £599,970.77 per annum- saving the Council £70,000 over a 2-year period.
 - c) Delegate authority to the Executive Director Strategic Commissioning for any future extensions relevant to this contract. (Within the specified Contract provision).

Reasons for recommendation(s)

- 4.1 Despite impacts of the pandemic, Calico have worked exceptionally hard to deliver housing services to meet demand and varying need. Therefore, providing confidence the service would continue to deliver during periods of 'normality' and coverage for service users would be more impactful.

- 4.2 The department is in the unfortunate position where either savings are required from commissioned services or ensured value for money by delivering further outcomes within existing cash envelope. For a charity to find savings is a substantial challenge, however Calico have proposed alternative contractual arrangements. They include:
- a. Reducing the contract value by £35,000 per annum. Over a two-year period, this will deliver a £70,000 saving.
 - b. The £35,000 will be achieved by reducing staffing resource by 1.5 FTE, reducing the number of support hours delivered from 875 to 800. Assurance has been -provided that the impact on the service would be minimal, given there is flexibility in the model to ensure Calico meet the needs of sufficient referrals. The contract value per annum will reduce from £634,970.77 to £599,970.77.
 - c. As added value Calico have asked their Personalised Services Manager to complete a supplementary service review, to understand how they could make the service more personalised. Calico have existing good practice with the partnership with East Lancashire CCG, where they have achieved positive outcomes for the customers, including reductions to the public purse.

Alternative options considered and rejected

5. The alternative is to retender this provision. However, the department is content with the service delivery and existing contractual arrangement allows for a 2-year extension. It should also be noted that the needs of people who are at risk of homelessness has changed since the pandemic and a shift in the housing market. This requires a more detailed understanding which an extension will allow the authority to navigate and comprehend for future service delivery.

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Background

- 6.1 The division commissioned a range of neighbourhood support housing services in 2018/19. Each service area was commissioned as a separate lot 1 – 4. Lot 2 Neighbourhood Support Housing Services was awarded to Calico Gateway to deliver.

- 6.2 The provision for Lot 2 service ends on the 1st July 2022, therefore there was a need to review the existing provision to ascertain future direction.
- 6.3 The current contract value for the provision is £634,970.77.
- 6.4 The division developed the Neighbourhood Support Housing Services Outcomes Framework (Appendix 1), to measure performance for residents who required support. Provider performance monitoring was based on the framework.
- 6.5 For each of the lots, specific targets were agreed so progress and performance can be jointly measured. The targets for Lot 2 were:
- Target 1- Floating support in independent, or shared accommodation
 - Target 2- Floating Support for individuals
 - Target 3- On average up to 875 hours of weekly support is to be provided.
 - Target 4- To establish neighbourhood working and partnership workings

Key highlights- Qualitative and Quantitative outcomes

- 6.6 Detailed progress is explained in Appendix 2 of how Calico progressed with the targets. However, there are key highlights which are worth mentioning.
- 6.7 Due to the pandemic, all targets in 2019/20 were affected from the end of Quarter 3, through all of Quarter 4. Although, it should be noted, that the target to support 300 individuals with tenancy problems was met well.
- 6.8 Between July 2020 and July 2021, the service successfully completed support with 187 clients through Floating Support and Supported accommodation, who are now living independently.
- 6.9 For the second year in a row, of the customers who successfully completed a 6 Month Post Support Check-Ins, 100% were still sustaining their tenancy 6 months on from support. This is clear evidence that Calico have supported people to develop ways of coping and living independently. Without interventions, these tenants were likely to have faced repeat homelessness and place additional demand on statutory services.
- 6.10 Calico has actively supported customers from all backgrounds. For example, individuals living with learning difficulties who have found themselves isolated and struggling to manage their homes and finances, to secure more appropriate housing, link in with long-term support

services and develop their confidence and independence. They have supported those with mental health issues and substance misuse, including cases where they have gone above and beyond to ensure customers receive the support that they need to improve their lives.

- 6.11 For people who have experienced homelessness, they have provided safe and quality accommodation with support. They have housed a total of 45 individuals in supported accommodation during 20/21. They have worked closely with A Bed Every Night (ABEN) and the Rough Sleepers Service to ensure that those most in need receive timely support, and extended pathways to Prison's and Probation impending releases.
- 6.12 Calico have prioritised the housing of Rough Sleepers in accommodation and have accommodated 11 during 20/21. They raised a further 16 safeguarding alerts, identifying instances of abuse that may not have been addressed if it had not been for their support.
- 6.13 Approximately 90% of the clients supported have been referred or signposted into at least one other service, either statutory or in the community, for specialised support. Some of our most regular referrals are to services such as CAB, Achieve, Healthy Minds, Beacon Service, Bury Adult Learning Centre, SafeNet and Adult Social Services.
- 6.14 219 clients presented with mental health issues as their primary support need during 20/21, with 74 presenting with substance misuse as theirs. They have supported many to engage with appropriate services such as CMHT, Access and Crisis, Beacon Service, Achieve, Acorn and Healthy Minds.
- 6.15 As a result of increased contact with individuals living with mental health, the workforce has been trained around Adverse Childhood Experiences and Trauma Informed Practices, ensuring staff are empowered to work with traumatic cases. There are now Mental Health First Aiders amongst the staff team also champions with expertise around Neurodiversity, Hoarding and Foetal Alcohol Spectrum Disorders.
- 6.16 The service has featured on the national Hub of Hope app, which shows customers the services within their localities that can assist with crises such as homelessness and mental health.
- 6.17 40 clients were supported into either volunteering placements with local organisations, education and employment giving something back whilst improving employability skills and wellbeing. A further 13 clients were referred to Social Prescribing through the Beacon Service for volunteering.

6.18 During the last 12 months, the service recorded 57 compliments through general feedback from clients, partners, and other professionals. These compliments touch on a variety of themes such as our teams' compassion, determination and our impact on changing client's lives. Further detail of these compliments is available upon request.

6.19 Calico continues to deliver supported housing for people with low to moderate housing needs. As it stands this is 30 units of accommodation for 30 individuals.

Outcomes Star

6.20 As well as the Outcomes Framework, Calico have utilised the Outcomes Star, which measures and tracks individual subjective wellbeing scores. These are completed with customers at reviews, based on their own self-assessment. Despite many of the later self-assessments being taken during Covid, this still shows significant improvements across all areas.

	Scores Before Support	Scores After Support	% Improvement
Health & Wellbeing	4.96	6.90	39%
Daily Life	5.10	7.37	44%
Addictions	8.31	9.02	9%
Relationships	5.92	7.55	28%
Communication	6.53	7.65	17%
Hobbies and Interests	5.80	7.31	26%
Managing Money	5.92	7.73	30%
Getting Out and About	6.02	7.61	26%
Self-Belief	5.24	7.08	35%
House and Home	5.02	7.29	48%

Service User/6 Month Tenancy Sustainment Survey

6.21 At the 6-month tenancy sustainment check customers are asked to rate the service. Their feedback shows positive impact of support between July 2020 and July 2021:

- ✓ Staff helpfulness - **Average score 4.5/5 (Same as 2019/20)**
- ✓ The impact of support on sustaining their tenancies – **Average score 4/5 (Scored 4.1 2019/20)**
- ✓ Staff communication – **Average score 4.6/5 (4.3 2019/20)**

- ✓ Willingness to recommend our service to others – **Average score 4.8/5 (4.6 2019/20)**

6.22 Narrative from service user feedback includes:

- *"I feel that they were there when I needed advice, gave me valuable about services and housing and I am now settled in my new home."*
- *"Anybody struggling to manage at home would be stupid not to accept the help and I hope the service never stops."*
- *"I found they understood my situation, and were compassionate, knowledgeable and very helpful with my situation; was always in regular contact about our meetings, and constantly trying to find solutions."*
- *"I was in private rented property at the time and I was supported around my tenancy to move to adapted property due to my illness. I have had great support from Calico and my support worker, it has been a positive support and has helped me to move on with my life. I have a new property, attended college, and now I am completing a BA in hairdressing to be an assessor. I had debt also but was supported around my debt issues and I am now debt free. Due to the support I had I have now been able to make plans and I am in a good place"*

Contributing to wider Bury strategies

6.23 Calico have contributed to Bury Council's 2030 Housing Strategy Planning by attending focus groups and feeding back findings through their work on the ground with residents.

6.24 Calico worked with Manchester Metropolitan University, offering 6 students studying Health and Social Care to complete a remote based research project of our choosing. They liaised with the Bury Homelessness Partnership and commissioners to benefit the whole of Bury. The students were asked to research the **Impact of Covid 19 on Hidden Homelessness in Bury**. The findings were shared and will be used for future commissioning exercises in Bury. The final presentation can be viewed via this link: https://mmutube.mmu.ac.uk/media/t/1_bpfl1je8

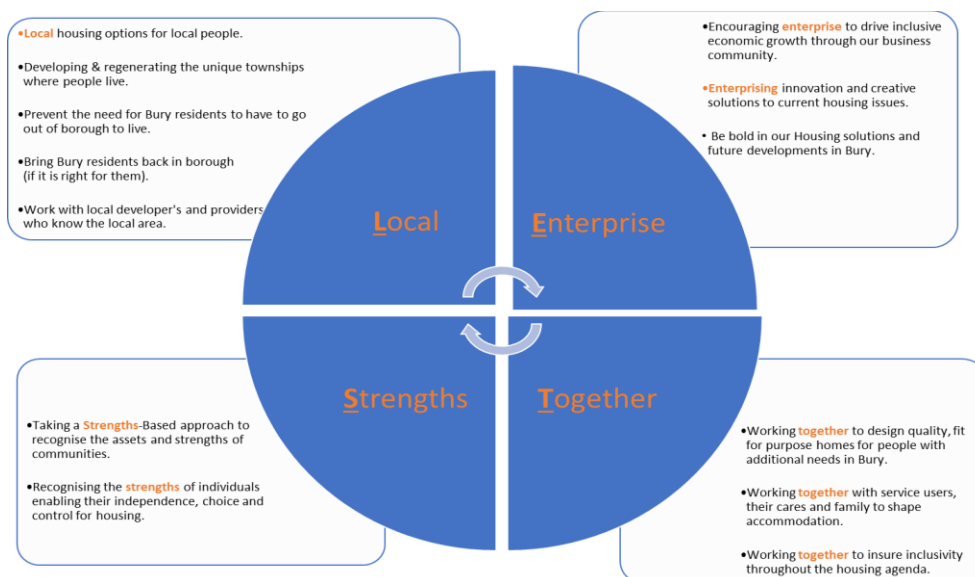
6.25 They also contributed to Bury Council's initiative to extend existing mental health provision to the homeless.

6.26 Improved local relationships with private landlords and attended the North West Landlords Forum to present the service and raise awareness of the service.

Links with the Corporate Priorities:

The following diagram describes how the ASC housing programme for those

with additional needs links with the corporate priorities :



Equality Impact and Considerations:

- 7 The outcomes of the initial equality analysis are positive. The service will be available for all people who are struggling in sustaining their tenancy and need support to develop independent living skills. As the cost-of-living increases, opening the service for all tenures is important as there is increasing uncertainty in the economy.

Environmental Impact and Considerations:

8. An environmental impact assessment has not been undertaken for the scheme, as there are no implications or carbon impact of this decision.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Increase in demand for people who require support due to additional support needs	Additional pathways are being developed to support specific interventions for residents. This includes residents with mental health problems, those struggling with addictions and those that require support to break negative cycles of behaviour.

Legal Implications:

The proposed extension for one year is within the terms of the existing Contract, which permits a maximum of two annual extensions from the original expiry date of 30th June 2022. Accordingly, there are no procurement or other legal

implications. The need for Cabinet approval is due to the level of expenditure to be incurred.

Financial Implications:

The current contract has been extended on an interim basis whilst awaiting approval from Cabinet to the formal extension. The contract extension and renegotiation delivers a saving of £35k per annum which has contributed to the OCO savings programme within the scheme, effective and innovative commissioning.

Background papers:

N/A

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
ABEN	A Bed Every Night
CMHT	Community Mental Health Team
CAB	Citizens Advice Bureau