

Integrated Impact Assessment: Informing our approach to fairness

Name of proposal	Homelessness Prevention and Relief Responses: 2019 Contract Opportunities
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Section A: Introduction

1. Context and background

In Newcastle, our ambition is to make the prevention of homelessness everyone's business, maximising our collective skills, knowledge, experience and resources through our Active Inclusion Newcastle (AIN) partnership to help residents have the foundations for a stable **LIFE**:

- somewhere to live
- an income
- financial inclusion
- employment opportunities

Further information on our AIN partnership approach is available [here](#).

We consider there to be two broad 'groups' who are at risk of homelessness: thousands of residents who are at risk of a **crisis in their lives**, mainly due to poverty exacerbated by the welfare reforms; and a much smaller group who live a **life in crisis**, who have had a life of severe and multiple disadvantage that leads to repeated social exclusion over their life course. For both groups, homelessness is a complex and multifaceted issue that cannot be addressed solely through providing somewhere to live, and for both 'groups', homelessness is more a symptom of the underlying structural and individual issues that cause homelessness.

Our approach to preventing homelessness is to intervene early. This means building on the value of a secure council house as a foundation for a stable life, aligning our systems to further improve the identification of the risk of homelessness and the effectiveness of our responses and consolidating our upstream interventions. Our homelessness prevention system operates at following levels, and involves a range of partnership working arrangements:

- Primary prevention: for residents who may be at risk of homelessness in the future, but are not immediately threatened in the next 2 months
- Secondary prevention: for residents who are threatened with homelessness within the statutory definition of the Homelessness Reduction Act 2017 (see [Newcastle's response to the Homelessness Reduction Act 2017](#)).
- Crisis: for residents who are 'literally' homeless (they do not have any accommodation they can reasonably occupy)

Our primary challenge is to maintain our high levels of homelessness prevention in the face of the largest public sector and welfare cuts in 60 years. Many residents live in poverty and whilst we cannot replace the cuts made to the public sector and welfare system, we can strengthen our partnership responses to mitigate the worst effects and to understand the impact on vulnerable residents and those with complexity in their lives who face obstacles in transitioning to a reduced post-welfare reform and post-austerity state. An essential element of these proposals is to work

with partners to innovate, reduce duplication, increase prevention and provide more effective responses for vulnerable people. More information is provided in [Newcastle's Homelessness Strategy 2014-19](#) and in our [quarterly review process](#) .

The contracts described in this document aim to wherever possible prevent homelessness at the earliest opportunity and, where we fail to prevent homelessness, respond humanely to relieve the crisis. Where we have been unable prevent homelessness occurring in the first place, the aim of these contracts is to provide rapid rehousing to offer a route out of homelessness as quickly as possible, alongside appropriate support which helps people to resettle and sustain their independence alongside affordable, suitable and sustainable accommodation.

Our evidence shows that larger, single site hostels don't work well as a route out of homelessness for everyone; our aim is to develop good quality, self-contained environments and responses which prevent wider social harms such as substance misuse, violence and abuse, chronic poverty and mental illness. We want to move from a 'hostel by default' model to a 'housing by default' model – environments that are adapted to meet the needs of people, not accommodation that is conditional upon residents changing.

Current contracts with third party providers for the delivery of current crisis response and homelessness prevention services are due to end on 30 September 2019 and the Council is required to put in place new contracts for delivery of services from 1 October 2019 via a competitive procurement process. We recognise that the forthcoming tenders are only one step in a longer journey to achieve our priorities; this is due in part to the capital and asset implications of our priorities. However, it is an opportunity to build on the good performance and partnerships achieved to date to improve how we respond to multiplicity of need – and prototype and pilot new approaches.

This document outlines the contract opportunities that will be offered to the market. It has been finalised in consideration of feedback received throughout the engagement and consultation period which ended on 18 March 2019; this has included a number of stakeholder co-design sessions and engagement with individuals to share their lived experience of homelessness services in Newcastle. Throughout this process we have aimed to create a more transparent and collaborative approach to how these contract opportunities should be designed, prior to making the final decision on the contract structure and the scope of the service models.

We have reviewed and considered the feedback received as part of the consultation process; a summary of which can be found in Section C of this document. We will use the feedback to inform the development of the service specifications for the contract opportunities, including how they will work as part of Newcastle's wider homelessness prevention system. However, the feedback has not changed the proposal to consolidate the current contracts into the new contract opportunities described in section C. We have provided additional information and clarification in this document in response to feedback received during the consultation process, including:

- **information on the homelessness prevention services that are out of scope of the contract opportunities, as they are subject to separate commissioning activity**
- **being explicit that the provision of funding for maintaining void capacity for the purposes of delivering crisis “emergency” beds will be included in the total contract values for Contracts 1, 2 and 5**
- **other options we considered for structuring the contract opportunities**

2. Priorities and drivers for change

The contract opportunities presented in this document are in the context of our homelessness statutory duties and policy aims (see how we are responding to the Homelessness Reduction Act 2017 [here](#)). They also seek to help us respond to a number of **key challenges**, including:

- **Moving from a crisis model to a prevention model**

Making the prevention of homelessness everyone's business by continuing to build on Active Inclusion Newcastle's partnership approach and activities across:

- **Primary prevention** – for those residents who may be at risk of homelessness in the future, but who are not immediately threatened with homelessness in the next 2 months.
- **Secondary prevention** – for those residents who are threatened within the statutory definition of the Homelessness Reduction Act 2017.
- **Crisis** – for those residents who are 'literally' homeless (they do not have any accommodation they can reasonably occupy). For those in crisis we aim to provide humane multidisciplinary responses in good time in good quality environments to help them move on of homelessness as quickly as possible.

The contract opportunities which will be presented to the market will form part of this wider homelessness prevention system which seeks to understand demand and the causes of homelessness and intervene upstream to prevent the threat of homelessness turning into a crisis.

- **Becoming housing led: reshaping accommodation and support which promotes sustainable independence**

Within the contract period, we want to work with partners to move from a hostel by default model, to a **housing by default model**, providing rapid rehousing into settled accommodation to help people move on from homelessness as quickly as possible. This includes:

- **Flexible accommodation offers** that can respond to fluctuating and unpredictable levels of demand, ensuring that sufficient accommodation is available and to ensure that an offer of accommodation can always be offered to people in a crisis.
- **Housing First** type offers which prioritise rapid access to a stable home, from which other support needs can be addressed through coordinated and multi-disciplinary intensive support. This will be aligned to the principles described by [Homeless Link](#) and will require a different approach from all partners in how accommodation and support is delivered.
- **Transformed accommodation** offers to create smaller, psychologically informed environments for those people with the most complex needs.

- **Multi-disciplinary support** to meet a wide range of health-related needs (including drugs and alcohol, mental health, physical health needs) using more trauma informed approaches and therapeutic interventions.
- All residents having a **rehousing plan** for rapid move on into decent, affordable, suitable and sustainable accommodation, with appropriate community-based support to prevent repeat homelessness. Where an Inclusion Plan is also in place, the support and rehousing plan should be aligned with the actions set out in the Inclusion Plan.

- **Better meeting the needs of people facing multiple exclusion**

[Street Zero](#) brings together a range of partners across the city (public sector, charities, businesses, voluntary and community groups and churches) working towards a joint plan to end rough sleeping in the city by 2022. This involves place-based leadership and working together to routinely understand the causes of rough sleeping and multiple exclusion and aligning resources to respond to these needs. The aims of Street Zero are:

- Prevent: Wherever possible, preventing people from sleeping rough in the first place
- Respond: When someone is on the street, providing assertive outreach to manage crisis and safety planning, integrated assessment and rapid rehousing to offer a route off the street as quickly as possible, alongside support which helps people to rebuild their lives and stay off the streets. This involves designated care coordination for people rough sleeping, operating within multidisciplinary arrangements
- Transform: Being housing-led; offering suitable and sustainable accommodation as part of integrated packages of support.

- **Continuing to develop our ‘adaptive’ management approaches**

We will build on the foundations of the Active Inclusion Newcastle partnership approach by creating a culture of collaboration with commissioned service providers to support us in achieving our ambition to make the prevention of homelessness everyone’s business.

Outcome focussed service delivery models aligned to our statutory duties and policy aims which are responsive and seek innovative ways of identifying risk, preventing homelessness from occurring and responding to crisis. By working together, strengthening our evidence base with robust data, we will better understand people’s experiences of homelessness, including their journeys into and out of homelessness, so that we may jointly develop appropriate and humane responses.

This approach will be built around a framework of standards, underpinned by ways of working that are based around:

- **Shared accountability and leadership** with an active role in Newcastle's homelessness prevention system, challenging decisions that may lead to or increase the risk or threat of homelessness to ensure there is a positive outcome, working in collaboration with other partners within and outside of the homelessness system to achieve positive outcomes
- **Real time** problem solving using quantitative and qualitative evidence
- **Learning together** - systemic, iterative and adaptive - allowing space for incremental and active learning that is based on live cases
- **Responding and adapting quicker** through better understanding of what works and what doesn't work and being more creative in considering options to offer the most appropriate solutions and responses, building in responses to spikes in demand
- **Improving alignment to outcomes** through deliberate processes of testing, evidence gathering and learning – increasing the chances of learning by increasing interaction
- **Prototyping** by trying, testing, learning, iterating, and adapting process, practice and policy

- **Housing as a Human Right**

The proposed contracts are rooted in a human rights perspective that argues that people have the right to housing that is safe, appropriate, affordable, suitable and sustainable, and that allowing people to fall into, and remain, homeless because of structural, systemic, and/or individual factors is not acceptable.

Commissioned service providers will actively work to mitigate against risks of evictions. People will be treated fairly and consistently, including being informed of their rights to appeal an eviction decision.

More information on our homelessness policy objectives, partnership arrangements, protocols and briefings can be found at <https://www.newcastle.gov.uk/housing/housing-advice-and-homelessness/information-for-professionals>.

Section B: Current service provision

1. Current service provision and spend

In 2014, Newcastle City Council commissioned “Crisis Response – Homelessness Prevention” services to enable accommodation and support to be provided in the context of four ‘service systems’:

- Support for single homeless people, couples and homeless families including those with multiple needs (such as, but not limited to, those with problematic drug and alcohol use, offending behaviour, mental health problems, learning disabilities, refugees, older homeless people, veterans)
- Support for young people aged 16-24 at risk, including those with chaotic lives, care leavers, teenage parents, and young LGBT people
- Support for people with mental health problems who need housing related support associated with their mental health needs
- Support for people who are multiply excluded

Through this commissioning activity, several partnerships were established to deliver crisis response and homelessness prevention services, and these ‘service systems’ continue to provide useful opportunities for collaboration. We have therefore continued to use these ‘service systems’ when considering the contract opportunities for 2019.

The following table provides a list of the accommodation and support services currently commissioned and delivered by third party providers, along with their service capacity, and current contract values (support delivered by Your Homes Newcastle as part of Newcastle’s homelessness prevention system is not included):

Contract Name	Lead Provider	Commissioned units	Annual spend (£)
Crisis accommodation – East	Home Group	67	£320,786
Crisis accommodation – West	Changing Lives	63	£320,786
City wide supported accommodation and resettlement support	Changing Lives	195	£596,567
City wide supported accommodation and resettlement support	Home Group	208	£596,567
City wide floating support for homeless people	Changing Lives	140	£183,986

Accommodation and support for young people	Home Group	100	£416,943
City wide supported accommodation for people with mental health problems	Mental Health Concern	68	£270,428
City wide floating support for people with mental health problems	Karbon Homes	88	£218,087
City wide support for people who are multiply excluded (Outreach* and Housing First)	Changing Lives	120	£374,186

The street outreach and drop in element of this contract is **not included within the contract opportunities proposed in Section C as provision will be subject to separate commissioning activity*

The table above excludes additional funding brought to bear for the provision of spot purchase arrangements and for maintaining void capacity for the current emergency bed provision.

Appended to this document is some information on the utilisation of the services described in the table above that are in the scope of the contract opportunities proposed. The information is intended to help existing and potential service providers to understand the current market mix and explore opportunities for collaboration. Newcastle City Council does not own the properties currently used in the delivery of these services, therefore any further information required on ownership or managing agent arrangements for current assets would have to be sourced via the existing contract holders named in the table above.

The information includes:

- Appendix A: provides a summary of the service utilisation for the current contracts in 2016/17 and 2017/18.
- Appendix B: maps showing the locations of the accommodation-based services currently commissioned across the city.

2. Local need

- **Segmentation analysis**

To enable us to better understand the needs of the homeless population in Newcastle we completed analysis on a segmented basis, based on service usage, where we can better understand the different patterns of service usage and the needs and characteristics of individuals within

each of the segments. This more nuanced understanding will support us in better understanding the underlying causes of homelessness and the effectiveness of our commissioned responses.

The segmentation analysis can be found [here](#) .

- **Service Utilisation**

On a quarterly basis, the Council's Active Inclusion Unit provides detailed information on homelessness prevention activity in Newcastle, which includes quantitative and qualitative data on utilisation of the current Crisis Response services. Briefings from previous years and the 2018/19 quarterly briefings to date can be found [here](#).

Service utilisation for the current contracts in 2016/17 and 2017/18 is set out in Appendix A.

Section C: Change proposal

1. Final contract opportunities

i) Contracts to be presented to the market

The Council will publish the following 6 contract opportunities as set out below. The contract opportunities have been designed to further consolidate offers within the defined 'sector systems' in order to provide seamless end to end responses for people and afford greater opportunities for innovation and flexibility so that providers can tailor responses to individual need, as well as prototype and pilot new approaches. All contracts should be delivered in accordance with the policy objectives described in Section A and the partnership arrangements, protocols and briefings published <https://www.newcastle.gov.uk/housing/housing-advice-and-homelessness/information-for-professionals>.

Support for single homeless people, couples and homeless families including those with multiple needs (such as, but not limited to, those with problematic drug and alcohol use, offending behaviour, mental health problems, learning disabilities, refugees, older homeless people, veterans)

- Contract 1: For the provision of a Homelessness Prevention and Relief Service in the East of Newcastle upon Tyne
- Contract 2: For the provision of a Homelessness Prevention and Relief Service in the West of Newcastle upon Tyne

- Contracts 3 and 4: For the provision of Citywide Supported Accommodation for Homeless People (these will be tendered for as two separate contracts)

Support for young people aged 16-24 at risk, including those with chaotic lives, teenage parents, young LGBT people, and young people who may have been in care

- Contract 5: For the provision of a Supported Accommodation and Resettlement Support for Young People aged 16-24

Support for people with mental health problems who need housing related support associated with their mental health needs

- Contract 6: For the provision of an Integrated Accommodation and Floating Support Service for People with Mental Health Problems

Providers can choose to bid for as many, or as few, of the above contracts as they choose (where they can meet the relevant requirements of the Selection Questionnaire). However, the Council is proposing that:

- Any one prime contractor can only be awarded one of Contracts 1 and 2
- Any one prime contractor can only be awarded one of Contracts 3 and 4

ii) Contract duration

The contract term will be 4 years (2 years with 2 x 12-month options to extend) to commence on 01 October 2019. The contract term offered is in consideration of the strategic and future aims for homelessness prevention services in Newcastle and the Council's budget setting cycle.

We recognise that periodic procurements are only part of the picture in helping us to achieve our ambitions and transition our accommodation and support offer to better respond to local need. However, it is an opportunity to build on the good performance and partnerships achieved to date to improve how we respond to multiplicity of need (prototyping and piloting new approaches), and further generate social value through our commissioning activity.

We are however seeking organisations that will work with us during the life of the contracts to develop:

- Incremental and active learning – iterating and adapting to respond to need
- Dynamic problem solving – daily conversations and consensus and working with partners in more integrated ways to problem solve in real time
- Funding landscape – partnership working with other funders
- System health – investing in our relationships and interagency working, workforce development and the infrastructure required to build our evidence base

iii) Finance

Through these contract opportunities, we will maintain overall funding at current levels.

The aggregated value inclusive of the options to extend and based on the anticipated annual contract values set out below will be £12,615,296. This equates to an annual value of £3,153,824.

The anticipated annual contract values for each contract are as follows:

Sector system	Contract	Anticipated Maximum Annual Value* (£)
Single Homeless	Contract 1: Homelessness Prevention and Relief Service in the East	£517,616
	Contract 2: Homelessness Prevention and Relief Service in the West	£517,616
	Contract 3: Citywide Supported Accommodation – Lot 1	£596,567
	Contract 4: Citywide Supported accommodation – Lot 2	£596,567
Young people	Contract 5: Supported Accommodation and Resettlement Support for Young People	£436,943
Mental Health	Contract 6: Integrated Accommodation and Floating Support	£488,515

**The anticipated maximum annual value includes an element of Payment by Results (5% of annual value) in relation to the accurate and timely completion of data on Newcastle Gateway (“data payment”)*

Important notices:

Void capacity: Contracts 1, 2 and 5 will require the provision of crisis “emergency” beds which will be used to accommodate people who present at the Housing Advice Centre as literally homeless. The successful Provider(s) will be required to ensure this requirement is met from within the financial contract envelope specified in the tender documentation (the ‘anticipated’ contract value as set out in the table above includes the allocated budget currently paid for emergency beds). The Council will not separately or additionally pay for any days when crisis “emergency” beds, or any other units of accommodation, are void.

Spot purchasing: All 6 contracts will allow for the Council to provide additional funding to spot purchase additional services up to a maximum of £40,000 per annum (across all 6 contracts). This will be in addition to the anticipated values set out above. This will allow for the provision of time limited interventions to secure accommodation for individuals with multiple and complex needs who would otherwise be excluded from

accommodation services; this may be innovative solutions or the provision of additional or more intensive resources to be made available. Applications for spot purchasing will be made via the agreed process that will be described in the service specifications for each relevant contract.

Data payments: We require accurate and timely information to prevent and sustainably relieve homelessness, as well as understand the causes of homelessness and the effectiveness of our responses.

To enable us to develop a robust evidence base and to improve gaps in our data which impacts our ability to analyse the needs of people threatened with homelessness and evaluate the effectiveness of our responses, we propose to implement a data payment element within these contracts. There will continue to be a contractual obligation to use the [Newcastle Gateway](#) system (or any successive system) to accept referrals and manage placements into the services that will sit within the contracts described above.

Following feedback received through the engagement and co-design sessions, we have revised our proposals relating to the principles that will guide data payments as follows:

- Data payments will use a sliding scale and range of parameters that are applied to specific data payment targets. The data payment element will not exceed **5% of the overall contract value**. Calculation of data payment targets achieved, and related financial impact will take place on a quarterly basis in arrears:
 - **Year 1** will be a shadow period and there will be no financial impact for providers during the Year 1 shadow period. Data Payment 'statements' will identify opportunities to improve the data quality reported against the agreed metrics.
 - In **Year 2** (and any subsequent extension periods), the data payment element will have a financial impact. Where a successful provider does not achieve the data payment target, the data payment will be retained by the Local Authority.

The final details of the metrics and process of their application will be specified in the tender documentation.

2. Determining the contract structure and lotting

i) Consolidation of service delivery models within the 'service systems'

In putting in place these new contract arrangements in 2019, we are seeking to further consolidate the current contracts within the defined 'sector systems' to provide seamless end to end responses for people and afford greater opportunities for innovation and flexibility so that providers can tailor responses to individual need, as well as prototype and pilot new approaches.

Consolidation within the 'sector systems' seeks to:

- provide flexibility so that new models of support can emerge and respond to individuals' needs in more responsive and flexible ways

- provide platforms for integration to respond to multiplicity of need; working with other providers with specific expertise in an area that complements own service offering
- enable the sharing of expertise, skills and experience to help to build thriving networks of collaboration across the city
- ensure that separate contracts do not stand in the way of efforts to deliver support in an integrated way
- use and share the knowledge gained through individual case work to continually contribute to policy development and service delivery and contribute towards preventing homelessness occurring in the first place

We will welcome collaborative bids from organisations working together to provide the responses.

In developing the contract opportunities, consideration was given to other potential options for structuring the contract opportunities (see section “What other options did we consider?”). We believe that the options presented best support the policy aims and priorities described in section A of this document.

We will use the feedback from the engagement and consultation process to inform the service model requirements that will be set out in the service specifications for each contract opportunity. Some of the feedback received supports our aspiration to build on the current good practice in the homelessness system in Newcastle, and additionally there are recommendations that will improve the offer of support to Newcastle residents. We anticipate the structure of the contract opportunities will enable service providers to respond flexibly by offering innovative solutions to support meeting our statutory and policy aims.

• **Contract 1 and Contract 2: Homelessness Prevention and Relief Services – East and West (single people and couples aged 18 years +)**

These contract opportunities bring together the following services which are currently commissioned under separate contract arrangements into an integrated “Hub and Spoke” type model:

- Crisis accommodation (short-term homelessness relief) and support, and emergency beds – support that is direct or quick access to respond to crisis situations that homeless people are often faced with; meeting immediate housing needs that may have arisen due to an emergency or crisis situation, including imminent threat / risk or serious harm or injury;
- Housing First – a choice-based, housing led citywide offer for people will present with multiple and complex needs and are likely to have been entrenched in the homelessness system, including multiple episodes of rough sleeping and for whom traditional alternative accommodation options have not been successful;
- Floating Support for non YHN tenants – this includes: resettlement support that helps people move on to the most appropriate level of independence and ensure they have the skills and resilience to sustain it, and preventative outreach support targeted at people at risk homelessness to prevent them losing their accommodation.

In bringing these elements together, we are seeking transformation from a crisis only response model, to one that actively responds to ending homelessness and rough sleeping. Homelessness Prevention and Relief Services must support the shift from ‘managing’ homelessness to finding solutions. In putting in place these new contracts, we are seeking to transform our accommodation offer in accordance with the policy aims set out in section A; moving to a ‘housing by default’ model, rather than a ‘hostel by default’ model, including moving towards smaller, psychologically informed environments for those people with the most complex needs, and growing Housing First responses.

We recognise that this is a significant shift and will take time to achieve; we will to work with the successful provider(s) during the contract term in relation to this transition.

In commissioning Homelessness Prevention and Relief Services in a “Hub and Spoke” type model, we are seeking to provide better opportunities to develop and provide a range of person-centred responses that are attuned to and reflect the personal circumstances of people, particularly with regards to their journey out of homelessness. This includes providing those who have been homeless, or are threatened with homelessness, with the necessary resources and support to access and stabilise their housing, enhance integration and social inclusion, and ultimately reduce the risk of the recurrence of homelessness. In changing the description of these services, moving from “Crisis Response” to “Homelessness Prevention and Relief Services”, we have sought to reflect the strategic and policy aims from this commissioning activity, and that dynamic and different responses are offered within the contract opportunity to prevent homelessness.

These interventions are aimed at those who are at risk of or threatened with homelessness as well as those who are literally homeless, with the aims of preventing homelessness, and moving out of homelessness as quickly as possible. The services will need to be able to meet unpredictable demand and ensure there is enough flexibility in void levels to respond to demand, such as presentations of literally homeless people at the Housing Advice Centre and offer additional capacity during periods of severe weather.

In consolidating these offers, we are seeking to enhance opportunities for learning to prevent people becoming homeless in the first place, and better anticipate and respond to fluctuating levels of need.

- **Contract 3 and Contract 4: Citywide Supported Accommodation (single people and couples aged 18 years +)**

Maintains existing contract structure of two citywide supported accommodation services.

- **Contract 5: Supported Accommodation and Resettlement Support for Young People aged 16-24**

Maintains existing contract structure.

- **Contract 6: Integrated Accommodation and Floating Support for People with Mental Health Problems (single people aged 18 years+)**

This contract opportunity brings together two separately commissioned contracts under a single service specification, which seeks to consolidate and streamline access to accommodation and support through a single pathway.

ii) Opportunities to build in Social Value

Social Value was considered to identify ways in which this commissioning and contracting opportunity could be designed to maximise the potential for Social Value. Key themes can be found in Section 3 below, which summarises how the Council has, or intends to, incorporate feedback from the engagement into the commissioning and procurement process.

The Social Value discussion led the Council to propose dividing the activity into 6 contracts. We are not currently proposing to further divide the identified delivery requirements into smaller Lots as we believe there is interest in developing collaborative partnership arrangements.

iii) Contract geography

As part of the engagement activity with stakeholders, we explored the benefits of maintaining a geographical approach in the delivery crisis accommodation. Based on stakeholders' feedback, the Council is therefore proposing to organise the contract opportunity for the provision of the Homelessness Prevention and Relief Services by geography, which mirrors current practice for the delivery of crisis accommodation. Delivery of Housing First and floating support will be requirements of these geographically based contracts but will provide city-wide coverage.

A map of the proposed geographical boundaries is provided at Appendix C and includes the new boundary lines resulting from the ward changes in 2018.

The objectives that we are seeking achieve in organising the Homelessness Prevention and Relief Services in geographic ways are:

- Opportunities to reduce demands on community infrastructures which may arise from services being concentrated in specific areas
- Opportunities to respond to needs of communities at a local level
- Opportunities to involve communities in developing responses
- Clarity of organisations and support available to meet the needs of communities
- Opportunities for closer working between the VCS and statutory agencies within geographical areas

iv) Current services out of scope of the contract opportunities

• The role of the Council's Managing Agent in the Homelessness Prevention marketplace

Your Homes Newcastle (YHN) is the Council's Arm's Length Management Organisation (ALMO) responsible for managing council homes on behalf of the Council. YHN was set up in 2004 to manage council properties, to improve housing to meet the Government's Decent Homes standard, and to provide a range of support services for Newcastle City Council.

YHN will continue to deliver a range of homelessness prevention and housing-related support services to YHN tenants through the Support & Progression team, operating within one or more of the 'service systems' described in the sections above, to include:

- Pathways Team helping people to move to independent living:
 - pre-tenancy support for people moving on from supported accommodation
 - specialist support around hospital discharges and for people with mental health problems
- Refugee move-on team
- Outreach support for current tenants delivered from YHN Housing Service Hubs
- Support for young single people and young families:
 - floating support into YHN properties
 - supported accommodation at Stepping Stones and in North Kenton
- Assessments of housing and support needs of 16 and 17 year olds under the Joint Protocol arrangements, carried out by YHN at the Housing Advice Centre

- **Street outreach and day centre provision**

Street outreach and day centre provision for people sleeping rough and experiencing severe and multiple disadvantage ((homelessness, substance misuse, offending, mental ill health) are not in scope of these contract opportunities as provision will be subject to separate commissioning activity. The Council will continue to provide funding for this provision under separate contract arrangements. Any recommissioning of this provision will be undertaken with our partners through the Street Zero partnership, and will be subject to separate consultation. Further information on Street Zero can be found at www.streetzero.org. This includes the specific services below:

- Street outreach and drop in centre provision
- Joseph Cowen healthcare centre provision
- Skills training provision

3. Delivery requirements

Appendix D sets out some of the proposed key elements relating to the service delivery requirements for the contracts. This has been informed by the engagement and co-design activity to date. It seeks to help stakeholders, including potential providers, to understand the nature of the requirements that will be expected. It is not intended as a full draft service specification but sets out some of the **proposed key elements** that may inform the final service specifications, which will be published as part of the tender documentation.

i) Essential delivery requirements for all contracts

Outcomes-focused delivery

The overall outcomes we are seeking include:

Increasing the number of people:

- For whom we prevent homelessness and repeat episodes of homelessness;
- Who live in safe environments that services are delivered from;
- That move from homelessness to long term sustained independence in suitable and sustainable accommodation;
- Involved in meaningful activities, establish social networks and who are supported to increase their readiness to enter employment;
- Who use homelessness services and we engage with to seek their views through participation activity;
- Making successful transitions from institutions.

Reducing the number of people:

- Accepted as homeless, by offering appropriate preventative options;
- Evicted from all forms of housing;
- Accessing statutory temporary accommodation;
- Placed in bed and breakfast (the Housing Advice Centre has not placed anyone in B&B since 2006).

We believe that having a greater focus on outcomes gives providers greater opportunities to be more flexible and adaptive in their delivery of support. We are seeking to stimulate more innovative ways of working to develop solutions to achieve the outcomes above for some of the city's most vulnerable residents.

Knowledge, experience and track record

We expect the successful Provider(s) to have demonstrable knowledge, experience and a good track record of delivering services in one or more of the contract opportunities described above.

Service delivery will be predicated on a solid knowledge of existing support services for those at risk of or threatened with homelessness to enable effective signposting and making the best use of facilities and resources available to these individuals in the city (including Council services, voluntary and community services and other organisations and services delivering across the city).

Partnership working

The Council's aim of making the prevention of homelessness everyone's business, can only be achieved with a focussed and robust partnership approach that builds on collaborative practice and integrated working at a local level.

Collaborative and outcome focussed working will be central to successfully supporting people, and in particular those with multiple and complex needs; developing an approach that builds on positive engagement, information sharing and shared support planning.

We expect the successful providers (and their sub-contractors where appropriate) to not only offer flexible solutions within their own contractual partnership to meet the needs of people requiring support, but to also establish and maintain relationships with statutory and non-statutory organisations, and wider community partners and stakeholders both within the homeless sector and beyond.

The successful provider (prime contractor) will be awarded overall responsibility for the contract, including the identification of a designated lead contract manager where there are consortia contracts awarded. The prime contractor will determine the process for securing the quality assurance of any delivery partners they subsequently subcontract, and the Council will also require these delivery partners to have submitted a satisfactory response to the Council's Selection Questionnaire (SQ) before they can be accepted as partners to these contracts. If at any stage following the award of the contract delivery partners should change, the prime contractor will be responsible for ensuring that new partners have submitted a satisfactory SQ to the Council.

Involvement and engagement of those with lived experience

Through service delivery, opportunities and activities must be available that engage and interest people, providing approaches that allow vulnerable people to gain self-respect, confidence and a social network.

We know that isolation and social exclusion are severe obstacles to establishing and sustaining independent living. Therefore, support will be required to help people reintegrate with the community through activities which promote and encourage: engagement; education; employment; involvement of service users; wellbeing and health.

Through the provision of empowering services and activities, residents should be supported to access education and training which may lead to qualifications and or employment, as well as meaningful occupation which encourages people to express themselves and learn new skills.

Establishing and maintaining partnerships with (specialist and universal) external providers will be essential in creating sustainable services and activities.

Staff experience, qualifications and training

The proposed contracts seek to shift from a traditional 'housing related support' model, to one that focusses on person-centred therapeutic interventions that support people to move from homelessness services to greater independence and reducing the risk of repeat episodes of homelessness.

The culture and skill set of the workforce delivering these contracts will be critical in transforming the lives of those they work with and must be based on an understanding of statutory duties and practical support provision. They will respond empathetically, fairly and humanely and in ways that have the most significant and lasting positive impacts on those at risk of homelessness and on the streets.

The relationship between support staff and the people they are engaging with and supporting to move away from homelessness is crucial. Continuity of Support/ Key Worker and the skills they have to sustain successful engagement plays an important role. Working practices should be person centred, strengths focused and have positive regard for those being supported, recognising that engagement may be inconsistent and adapting and tailoring responses appropriately.

We expect staff will be experienced in motivational interviewing techniques and take an outcome focussed approach to supporting people, offering interventions and support that is evidence based and builds on what works well, replicating and promoting good practice that is demonstrably effective in supporting people who have multiple and complex needs. Staff will offer therapeutic, and psychologically and trauma informed interventions and help people to understand the difficulties they experience and support them with strength-based interventions to improve their life chances. Bidders should also consider the role of a multi-disciplinary team approach to enable an integrated and coordinated response for people with complex needs (drugs, alcohol, mental health, offending) who will be accessing the services within the contracts.

Main expectations from the workforce will include (but will not be limited to):

- Working with people experiencing homelessness to address the reasons for homelessness including health and other inequalities;
- Assessing and managing risk in partnership with other agencies, where appropriate and sharing of risk information;
- Developing a support plan in partnership with the individual, and other agencies, which also aligns to their personal housing plan (Inclusion Plan) to achieve positive outcomes;
- Embracing asset-based practices which recognises and builds on people's skills, strengths, aspirations and networks and enabling them to be active in improving their own, and others wellbeing and health, rather than passive recipients of others' actions;
- Working with other statutory and non-statutory services to ensure the health and well-being of service users (including, but not limited to: general practices, drug and alcohol services, criminal justice agencies, social and health care services, mental health teams, housing services, community and voluntary sector services); and
- Being flexible to meet the variable and individual needs of people being supported, including responding to crisis situations.

Staff must be able to demonstrate knowledge and experience of:

- Supporting the needs of people who have been homeless and relating to people who may have low levels of trust;
- Facilitating assessment of need and developing support plans in partnership with service users;
- Motivational interviewing techniques to strengthen service users' own motivation and commitment to achieving goals;
- Successfully liaising with a variety of agencies;
- Substance misuse issues;
- Mental health issues;
- Anti-social behaviour;
- Safeguarding adult and Safeguarding children practices; and
- The skills required to work with people who are non-engaging.

We expect Support/Key Workers to have the appropriate skills and training to enable them to successfully assess the needs of homeless people and develop appropriate support plans and interventions required to achieve agreed outcomes.

We expect all staff involved in the delivery of these contracts (directly employed or sub-contracted) will have completed the following training as a minimum standard:

- Safeguarding adults;
- Child protection awareness;
- Mental health awareness;
- Mental Capacity Act 2005;
- Health and safety awareness;
- Drug and alcohol awareness, including compliance with the Council's Drug Management Protocol;
- Benefits and debt awareness;
- Housing and homelessness;
- Complaints handling;
- Data Protection Legislation, including the General Data Protection Regulations (GDPR) and the Data Protection Act 2018.

Staff should also be aware of, and be competent in, meeting the specific needs of a culturally diverse client group.

ii) Key themes of Social Value

The Council has made a [Social Value Commitment](#) which sets out four principles of Social Value; these principles are what Social Value means in Newcastle.

Organisations are required to explore how the requirements could best be designed to maximise social value, deliver better outcomes and to improve outcomes in the most efficient, effective, equitable and sustainable way and in the best interests of the City's residents; including improved employment opportunities, creating skills and training opportunities (for example, apprenticeships or on the job training), improving access to community facilities, providing additional opportunities for individuals or groups facing greater social or economic barriers, encouraging ethical and fair trade purchasing. Providers should also explore opportunity to include members of the local community to participate in training delivered to staff; this would not only build relationships with groups and/ or residents but would also equip them with skills to identify and engage with hard to reach groups.

Through the Social Value engagement sessions, we identified the following opportunities that will be incorporated or considered within this tender:

Social Value priorities	Opportunities identified	How these could be incorporated
Think, buy, support Newcastle	Construct contract lots that support local business opportunities. Employment opportunities through work, apprenticeships, volunteering or training with an emphasis on targeting NEET population.	<ul style="list-style-type: none"> • Commissioning model • ITT documents • Performance measures/KPIS
Community focused	Signposting community opportunities to the market.	<ul style="list-style-type: none"> • ITT documents • Contract management
Ethical leadership	Ethical standards in recruitment, employment and conditions. Identification of workforce skills and opportunities for up-skilling into specialist roles.	<ul style="list-style-type: none"> • ITT documents, including a Supplier Questionnaire (SQ) • Performance measures/KPIs
Green and sustainable	Capital investment in buildings/properties to improve energy efficiency, carbon impact etc	<ul style="list-style-type: none"> • ITT documents • Contract management • Performance measures/KPIs

4. What other options did we consider?

- **No change to current structure (2014-2019):** We considered making no changes to the current structure that was introduced in 2014. However, we do not feel the current structure represents the preventative focus we believe is needed to achieve legislative and policy aspirations.
- **Maintain a separate citywide floating support contract:** Written stakeholder feedback from two organisations noted a preference to maintain a separate floating support contract. Feedback from engagement and co-design sessions, and also from people with lived experience suggested that the successful provider(s) should have the freedom to be able to respond flexibly to individual needs, allocating resources appropriately to respond to the need to access accommodation by using a coordinated preventative approach. Therefore, maintaining our proposal of incorporating the floating support elements within the Homelessness Prevention and Relief Service contracts for the East and West enables the provider(s) delivering those arrangements to adapt over time to use the budget available more flexibility in response to demand to meet individual’s needs with a range of support options. In addition, Your Homes Newcastle (YHN) will continue to provide a citywide offer of advice and support through their Support and Progression Team, to enable YHN tenants to maintain their tenancies, and the Council’s statutory temporary accommodation will also continue to provide citywide preventative outreach to families at risk of homelessness.
- **Data Payments:** Following the initial data payment session in September we re-considered our intentions regarding the percentage of contract value applied in the form of data payments. This was reduced from 10% to 5% along with a revision of metrics and targets, and a phased implementation from Year 1 to Year 2 to give opportunity for a one year ‘shadow’ period that will allow for improvements to systems, recording and processes to be identified and embedded into service delivery.

5. What evidence has informed this proposal?

Information source	What has this told you?
<u>The Homelessness England Monitor 2018</u>	<ul style="list-style-type: none"> • Homelessness due to loss of a private rented tenancy increased by 400% • Rough sleeping increased by 169% since 2010
<u>The National Audit Office report on Homelessness (2017)</u>	<ul style="list-style-type: none"> • 21% fall in housing services spending and 59% fall in Supporting People funding since 2010 • 60% rise in households in temporary accommodation since 2011
<u>Homelessness in the UK: who is most at risk?</u>	<ul style="list-style-type: none"> • This research paper highlights that the main long-term cause of homelessness is poverty.

<p><u>Newcastle's Homelessness Strategy 2014-2019</u></p> <p><u>Newcastle's response to the Homelessness Reduction Act 2017</u></p> <p>Newcastle homelessness data presented though the quarterly review process including the <u>Homelessness Prevention Forum</u></p>	<ul style="list-style-type: none"> • Caused by poverty (a crisis in life) and severe and multiple disadvantage (a life in crisis) • UK's largest foodbank • 18% of 535 debt advice clients with unsustainable budgets (2017-18) • £3,623,327 of Your Homes Newcastle (YHN) rent arrears (at 31 March 2018) • 3,056 Newcastle households affected by the "bedroom tax" (at 31 March 2018) • 727 crisis and supported housing beds – admits 1,307 to 1,123 of which emergency bed admits 160 to 146, individuals 829 to 760 down 9%. Quarter 1 2018-19 – supported housing admits 377 (of which 121 were emergency bed admits, 280 individuals admitted) • Admit reason: hostel move 362 to 316, relationship breakdown 296 to 185, from institution 144 to 188; over 200% increase in reason for admit as not known • Evictions: 191 to 187, 62% for violence\ disruptive behaviour • Moves to: hostel – 454 to 302, independence 224 to 201 down 10%, family & friends 208 to 141; only 30% of clients with 'green' move on RAG rating with applications submitted to YCH • People sleeping rough – averages 5 to 6 per night, 260 to 254 individuals, 'returners' up 28 to 53
<p>Reports to Newcastle City Council Cabinet on Welfare Reforms and austerity:</p> <p><u>Update on transformative responses to the government's welfare reforms, April 2019</u></p> <p><u>Transformative responses to the government's welfare reforms, October 2018</u></p> <p><u>Five years on – a review of the impact of and Newcastle's responses to the government's welfare reforms, April 2018</u></p>	<p>Welfare Reforms: Since 2010, the UK government have undertaken unprecedented changes to the welfare system (<u>NAO, 2015</u>). The impact across the UK is £27 billion per year has been lost from benefits between 2010 and 2021 (equivalent to £690 a year for every adult of working age). As a general rule, the more deprived the area, the greater the financial loss (<u>Beatty & Fothergill, 2016</u>)</p> <p>In Newcastle this translates to £122 million estimated annual loss in working age benefits amongst 40,00 Newcastle residents by the end of 2022/23.</p> <p>Austerity (public spending): Since 2010, the UK government have also implemented large reductions in public spending. The impact across the UK is a 31% reduction in Department of Work & Pensions spending between 2010/11 & 2015/16 (<u>NAO, 2015</u>) and a 49% reduction in government funding for local authorities in England in real terms between 2010 and 2018 (<u>NAO, 2018</u>).</p> <p>In Newcastle this translates to an estimated £327 million reduction in Newcastle City Council's budget by 2022.</p>

<p><u>Newcastle's response to the government's welfare reforms, October 2017</u></p>	<p>Despite the impacts the welfare reforms and austerity are creating on the most vulnerable in society, the welfare system still forms an important safety net that helps prevent, intervene in, and support recovery from rough sleeping.</p> <p>This includes the provision of financial support from the benefits system. Support to help meet the cost of housing is a significant part of this, with the government spending over £24 billion a year on Housing Benefit.</p> <p>The government have introduced several significant changes recently in the hope to improve the support provided to vulnerable claimants, including people who sleep rough. These include:</p> <ul style="list-style-type: none"> • the abolition of housing cost restrictions for 18–21 year olds, announced in March this year, to ensure that there are no unintended barriers to young people accessing housing and getting into work; • providing around £1 billion in Discretionary Housing Payments to local authorities to support households who are in need of further financial assistance with their housing costs; • increasing Targeted Affordability Funding by £125 million between 2018-19 and 2019-20, to support benefit claimants living in areas where private rents have been rising fastest; • a two week 'Transition to Universal Credit Housing Payment' is now awarded to Housing Benefit claimants who move on to Universal Credit. This payment comprises two additional weeks of Housing Benefit entitlement from the start date of the Universal Credit claim. <p>It is clear that the number of reforms and changes to the welfare system over recent years has made it difficult for those with highly complex needs to navigate the welfare system successfully. Active Inclusion Newcastle have produced a number of welfare reform updates, bulletins and responses to government proposals, which are available on the welfare rights pages of the pages of the Council's <u>website</u>.</p>
<p><u>Hard Edges: Mapping severe and multiple disadvantage (Lankelly Chase Foundation, 2015)</u></p>	<p>For individuals who have endured a lifetime of severe and multiple disadvantage, integration is extremely difficult and leads to repeated social exclusion. In Newcastle, among these are an average of 6 city residents per night over the last six months who have fallen through all the gaps and end up sleeping rough. These are the city's most complex, most challenging and most vulnerable men and women.</p>

<p><u>Homelessness Prevention Trailblazer</u></p>	<p>In 2016 the Prime Minister launched a new Homelessness Prevention Programme, announcing that Newcastle is one of only three national early adopters for the Homelessness Prevention Trailblazer part of the programme, which is “a fresh government approach to tackling homelessness by focusing on the underlying issues which can lead to somebody losing their home”.</p> <p>The two-year public service transformation programme started in January 2017 and focuses on the prevention of homelessness at an earlier stage by working with a wider group of residents at risk to help them before they reach crisis points.</p>
<p><u>Segmentation analysis</u></p>	<p>To enable us to better understand the needs of the homeless population in Newcastle we completed analysis of information held in Newcastle Gateway on a segmented basis, based on service utilisation, to help us better understand the different patterns of service usage and the needs and characteristics of individuals within each of the segments. This more nuanced understanding will support us in better understanding the underlying causes of homelessness and the effectiveness of our commissioned responses.</p>
<p><u>Service Utilisation</u></p>	<p>On a quarterly basis, the Council’s Active Inclusion Unit provides detailed information on homelessness prevention activity in Newcastle, which includes quantitative and qualitative data on utilisation of the current homelessness prevention services in Newcastle. This data also contributes to our contract management and performance monitoring activity.</p>
<p><u>Homeless Link: Housing First in England – The principles</u></p>	<p>Housing First type offers which prioritise rapid access to a stable home, from which other support needs can be addressed through coordinated and multi-disciplinary intensive support. Alignment to the principles described by Homeless Link will require a different approach from all partners in how accommodation and support is delivered.</p>
<p>Public Contracts Regulations 2015</p>	<p>The Public Contracts Regulations 2015 (“PCR 2015”) implement in England and Wales the new EU Directive 2014/24/EU (the “Directive”) on public procurement.</p> <p>The PCR 2015 came into force from 26th February 2015 and replaced the Public Contracts Regulations 2006 (“PCR 2006”) from that date.</p>

	<p>Under the PCR 2006, contracts for so-called Part B Services were exempt from the full application of the rules (particularly, there was no requirement to advertise in the OJEU). Under the PCR 2015, the distinction between Part A and Part B Services has been removed and replaced by what is becoming known as the “Light Touch” regime. A services contract falls within the scope of the Light Touch regime if it is for the certain types of health, social and other services listed at Schedule 3 of the PCR 2015. For these Light Touch regime contracts, a higher threshold than that for ordinary service contracts applies, before the Light Touch regime is applicable.</p> <p>The thresholds for light tight regime contracts from 1 January 2016 is £615,278.</p> <p>While the Light Touch regime is not prescriptive as to how contracting authorities design their procurement process for Light Touch regime services contracts, it does for the first time require that services contracts that fall within the Light Touch regime are advertised.</p>
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6. Who have you engaged with about this proposal?

Date	Who	No. of people	Main issues raised
31 July and 16 August 2018	Two sessions with providers of homeless services and those services who currently work alongside homeless services or have an interest in providing services in Newcastle.	28	<ul style="list-style-type: none"> • Integration of care coordination and health pathways were key to tackling complexities and reasons for certain behaviours, particularly those with mental health issues. • Consideration of transition costs need to be factored into timescales for change, particularly if capital investment will be required for building changes. • Service user engagement needs to be realistic and give individuals a voice in service design. • Dispersion of support accommodation and a clear definition of the geographical Lot structure for East and West was required. • Support as to what works now needs to be maintained to prevent a complete overhaul of the system. • Workforce development, training and staff skills needed to be further understood to outline the ratio of specialist staffing requirements and building capacity of non-specialist staffing. • Service offers within the Lots needs to be structured to allow freedom to respond flexibly to individual needs.

			<ul style="list-style-type: none"> Data payments and shadow Payment by Results (PbR) were agreed as a mechanism to tackle inconsistency in data gathered but there needs to be a data cleanse to understand the issues in data and an assessment on the administrative ask at a provider level.
29 August 2018	Session with providers of homeless services and those services who currently work alongside homeless services or have an interest in providing services in Newcastle to further investigate profile segmentation of the homeless population and service model design.	21	<ul style="list-style-type: none"> Data segmentation is representative of the clientele experienced in services, although there was lower than expected needs levels indicated in the chronic+ segment. It was felt the data doesn't capture the mental health support requirements (diagnosed and undiagnosed) within the segmentation. Organisations currently delivering within the sector felt the needs coming out of the analysis were under-representative. Assessments don't always capture true representation of needs as individuals do not disclose a full history, organisations felt they had richer data on individual needs that would be worth sharing somehow. Consideration is required on those who are chaotic from a housing perspective and not by SMD profile. There is frustration within the sector at individuals being refused either (or both) Health and Social Care input as they don't quite hit eligibility or are deemed too difficult to engage in support. <p>It was felt complexity of need could be better understood by:</p> <ul style="list-style-type: none"> The use of wider data sources to feed into the identification of needs. A better understanding of where individuals go when they no longer access homelessness services to understand if this is always a positive move and share stories/journeys. Further analysis into the episodically homeless to understand the lengths of interventions, involvement of statutory services in journey (i.e. Children Social Care), and the impact/influences on an individual's homelessness journey An understanding of the unrepresented homelessness such as those not presenting at HAC, "sofa surfing" or young people who leave home with nowhere to go. Representation of out of area presentation or take up in services.

			<p>The sector requested further co-design sessions to be held to review the service models by contract/client type to enable tailored discussions specific to needs.</p> <ul style="list-style-type: none"> • MDTs need to be tailored partnerships based, bringing together relevant statutory and non-statutory organisations for the individual. • Comparable thresholds/eligibility and consistency of assessment process across partnerships is required. • Working well with what is available is key, not focusing on integrating support. • Support providers can facilitate MDTs, but partnerships need to be willingly engaged to be effective. • Improvements to information sharing are necessary.
13 & 27 September 2018	Session with providers of homeless services and those services who currently work alongside homeless services or have an interest in providing services in Newcastle to further investigate proposals to introduce data payments and shadow PbR.	30	<ul style="list-style-type: none"> • It was felt that 10% of the contract value related to data payments was too high and should perhaps be variable dependent on contracts. • 100% is too high a target as an error would jeopardise the data payment, within the session it was suggested that a target of between 95-99% would be achievable or an application of a sliding scale. • It would be better to break down the proposed metrics further to get a better result, and to also apply tolerances such as “within 24 hours” or “next working day”. • Amendments to Gateway will be required if it is to be the main reporting system to make the required fields mandatory to reduce input/missing data errors. • Streamlining between the Gateway and Provider’s systems would be welcomed with an ability to upload into Gateway than to dual data input the information. • A benchmark of the quality of data now would be welcomed to enable Providers to identify the issues with their data quality and evaluate how far from the proposed targets they are. • Further clarity in relation to verification is required to confirm issues such as frequency of report runs, timescales for completion, process and an outline of how quality is checked is required • An understanding of whether there will be any potential for “claw back” should there be erroneous data later.

			<ul style="list-style-type: none"> • Priority outcome areas need to be considered individually for each contract, move-on is not always possible or an aim in all Contracts. Stability and long-term support may be required, particularly within MH services. • An understanding of some individuals that are complex and/or highly chaotic and how “easier” clients could be cherry-picked ahead of these to achieve PbR . • Providers need to have flexibility and variability in resources to respond to varying levels of need, this includes staff hours and links into complimentary support/services. • There could be opportunity built into proposals to convert support accommodation into general needs to enable people to remain in accommodation. • Mechanisms on how contract value can be used to provide specialist mechanisms to provide flexible support, which can be particularly useful regarding dual diagnosis. • Soft outcomes are essential to measure individual journey’s, essential for those complex individuals who may not achieve a clear “ultimate aim” outcomes. • Need to ensure PbR does not create perverse incentives for inappropriate move-on and consideration to repeat payments for same clients re-entering/moving on in services. • Ensure clear relationship between outcomes and data payment metrics. If they are very detailed or too complex, then will be too difficult to deliver against.
October 2018	Written feedback from a single stakeholder organisation	1	<ul style="list-style-type: none"> • Longer contract period to enable sufficient time to embed the model proposed. • Continuation of floating support on a citywide basis. • Clarification and collaboration on transitioning from large hostel accommodation towards smaller self-contained units. • Data Payments approach to be reward and not penalty based. • Ability to integrate provider information into the Gateway system to reduce the appearance of incomplete information.
November 2018	Written feedback from a single stakeholder organisation	1	<p>Floating support -</p> <ul style="list-style-type: none"> • Commission for outcomes and impacts and not on outputs.

			<ul style="list-style-type: none"> • Enhance the floating support offer to add value for individuals, such as, working to support training or employment opportunities, providing advocacy as part of support offer, restricted caseloads, and improvements to coordinated handovers between services. • Promote engagement with the wider social care system. <p>Housing First -</p> <ul style="list-style-type: none"> • Maintain high fidelity to the principles. • Restrict caseloads. • Ensure personal budgets are modelled in. • Ensure appropriate referrals. • Follow a psychologically informed environment model. • Include meaningful involvement of people with lived experience in the design, delivery and evaluation of the model. • Service users must be given choice and control over housing, with the ability to say no to offers. <p>Lot structure -</p> <ul style="list-style-type: none"> • Maintain a separate citywide floating support offer, separate from the East/West Services. • Commission the elements of the East/West Services separately. <p>Data payments and shadow PbR -</p> <ul style="list-style-type: none"> • PbR neither incentivises performance nor encourages innovation. It passes on risk which could discourage the involvement of smaller providers. • Examples based on other service elements than accommodation-based support would be welcomed. <p>Service user feedback -</p> <ul style="list-style-type: none"> • Strongly advocate for a consistent key worker model, allowing client and professional to build up a trusting and respectful relationship.
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			<ul style="list-style-type: none"> • Argue for support workers being able to do more than just signpost or give information; clients would like workers to come to appointments with them, show them where they need to go, help them make an appointment etc. • Suggest that big hostels or large-scale accommodations do not work as they are chaotic, particularly if you are trying to make positive choices and changes amidst the chaos. • Consistently flag a need for more support to move into independent living.
05 November 2018	Further co-design session with providers of Young People homeless/homeless prevention services and those services who currently work alongside these services or have an interest in providing these services in Newcastle to further develop the service model and how a commitment to Social Value could be further embedded into this contract.	16	<p>Further co-design sessions held in response to request in September session.</p> <p>Feedback on the proposed specific service delivery model were updated in the session. General main issues raise in the further design sessions were:</p> <ul style="list-style-type: none"> • Improved information sharing between everyone involved with an individual • Removal of support timescales to enable tailoring flexible, individual support • Building limitations for provision of “smaller units” with short contract periods • Enable the provider to work with individuals to balance the use of floating or resettlement support with supported accommodation and move on • Ability to utilise move on options earlier or firstly for those able to demonstrate ability at crisis, especially those released from prison, to prevent unnecessarily placement in hostel <p>Attendees were very engaged in the Social Value discussions and contributed a range of ideas that could either be further developed in this re-commissioning process or where they could review business practices to align more with the four priorities to generate greater community wealth.</p>
05 November 2018	Further co-design session with providers of homeless/homeless prevention services for people who have mental health problems and those services who currently work	18	

	<p>alongside these services or have an interest in providing these services in Newcastle to further develop the service model and how a commitment to Social Value could be further embedded into this contract.</p>		
07 November 2018	<p>Further co-design session with providers of homeless prevention supported accommodation and floating support services and those services who currently work alongside these services or have an interest in providing these services in Newcastle to further develop the service model and how a commitment to Social Value could be further embedded into this contract.</p>	20	

17 October 2018 to 17 January 2019	Lived experience sessions - Service user/experts by experience engagement consisting of 9 sessions held covering a range of commissioned service provision across the City.	35	<ul style="list-style-type: none"> • Support needs to be flexible and tailored to individual situations • Removal of specified time-limits on support • Need more specialist staff, that can handle a mix of chaotic needs with specific emphasis on mental health • More choices of housing options for those with less chaotic needs • Better structuring of accommodation to reduce impact of those with substance misuse issues on wider tenants • Flexible move on support with opportunity to link back in when heading into crisis • Smaller hostels, less people living on one site.
December 2018	Verbal feedback from a meeting with a single stakeholder organisation	1	<ul style="list-style-type: none"> • More short-term accommodation for people with mental health problems is required in the contract to enable greater and quicker throughput, enabling move onto a resettlement based floating support offer. • Service needs to recognise different pathways and be able to respond flexibly to hospital or residential placement discharges. • The contract structure should enable the provider(s) to be flexible with their offer; rather than a contract capacity, consider how support hours can be used flexibly, based on individual. • A specialist in-reach offer could be made for staff in other services/ contracts to offer them support/ supervision, and light touch support/ brief interventions for clients (possibly whilst on a waiting list). • Continuing with psychologically informed environment model, including the use of reflective practice to inform learning, and training requirements.
14 March 2019	Data payment co-design session with stakeholders	17	<p>Further co-design session held to further develop the proposed metrics of the data payments element of the proposals.</p> <p>Feedback from this session was:</p> <ul style="list-style-type: none"> • Welcomed the revisions made to the data payment metrics and the introduction of the Year 1 shadow period. • Clarification and reassurances on the capabilities of Gateway. • Continued support and joint working with the Council during Year 1 to be fully reassured of the process.

			<ul style="list-style-type: none"> • Development of a performance framework to be appended to the service specification.
25 February to 18 March 2019	Responses to final consultation document published via Let's Talk Newcastle (online survey)	17	<p>Overall, the majority of responses agreed with the proposals from the grading applied to the questions in the survey. A small number of responses (2) responded as strongly disagree to all three questions asked regarding the proposals but did not provide further details for their response to influence the model proposal.</p> <p>Summary of responses received on the final consultation document via Let's Talk:</p> <ul style="list-style-type: none"> • Apply less restrictions on the contract awards. • Clarity on the wider homelessness prevention pathways and referral routes. • Lack of forward looking to meet an increase in demand, focus on the now. • Clarification on the expectations for Mental Health contract and how this is integrated into wider sector systems. • Better emphasis of where the integration from statutory agencies fit. • Clarity on how the Council will support the sector to move towards the aims of the model, i.e. psychologically informed environments, smaller units of on-site accommodation. • Use PbR to monitor utilisation of bed use within services and ensure effective move on from short term services. • Commit to fidelity of the Housing First principles, demonstrate commitment through this with YHN providing Housing First approach in conjunction with this proposal. • More resources to be utilised within these opportunities for Mental Health provision.
25 February to 18 March 2019	Responses received directly from stakeholders to final consultation document published via Let's Talk Newcastle	7	<p>Overall, those responded were welcome to have the opportunity to comment and were positive about the engagement process to date. It was explicitly stated the involvement of all stakeholders within the sector was welcomed, and an appreciation for the direction of travel proposed of moving towards a prevention model.</p> <p>Summary of responses directly received on the final consultation document:</p>

			<ul style="list-style-type: none">• Preference for a city-wide or a specialist focused preventative floating support offer.• Request for clarification regarding the Mental Health offer in relation to referral and pathways into services, and relapse or continued support offer.• Collaborations and sub-contracting that arises from the opportunities would benefit from Local Authority scrutiny to ensure all partners have equal access to Commissioning and contract management decisions. With insurances of fair and sustainable terms being used in arrangements by lead contractors.• Clarification regarding the ambition for smaller scaled hostel provision and the timescales for change to allow for capital programme of works.• Clarity on the provision for refugees within the proposal.• Possibilities of including those with front line experience in the evaluation of opportunities.
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7. What are the potential impacts of the proposal?			
Specific group / subject	Impact (actual / potential disadvantage, beneficial outcome or none)	Detail of impact	How will you address or mitigate disadvantage?
People with protected characteristics			
Age	Beneficial outcome	<p>Based on our engagement feedback and research, there is no available evidence to suggest the proposal will have a disproportionately negative impact on people because of their age.</p> <p>Information extracted from Gateway for 2017-18 shows that young people aged 16-24 represented 23% of admissions into commissioned services (this includes admissions into provision commissioned specifically for 16-24 year olds and provision for people aged 18 and over).</p> <p>Less than 1% of admissions in 2017-18 were for people aged 65 and older.</p> <p>The majority of admissions in 2017-18 were for people aged 25-64 (76%).</p>	<p>The contract opportunities presented will continue to include specialist provision for young people aged 16-24, with explicit inclusion in the offer for emergency bed provision for those young people who are literally homeless and opportunity for providers to apply for innovation funding on a spot basis.</p> <p>This provision will include accommodation and support for young people at risk, including those with chaotic lives, young people who are leaving the care system, teenage parents and young LGBT people. This will include a range of practical responses in order to respond flexibly to individuals' needs.</p>
Disability	Beneficial outcome	Based on our engagement feedback and research, there is no available evidence to suggest the proposal will have a	The contract opportunities presented will continue to include specialist supported accommodation and floating support for people with mental health problems. Support will be commissioned under a

		<p>disproportionately negative impact on people because they have a disability.</p> <p>Gateway assessment information for admissions into commissioned provision shows:</p> <ul style="list-style-type: none"> - most of the disability classification recorded was for mental health, representing 70% of admissions. - Physical disabilities represented 40% of admissions. - Learning disabilities represented 19% of admissions. - 2% of admissions were categorised with sensory disabilities. 	<p>new single integrated contract in order to consolidate and streamline access through a single pathway.</p> <p>We will ensure there is continued DDA compliant accommodation provision across all of the services commissioned under the new contracts.</p> <p>In putting in place the new contracts, providers will be required to assess and develop support plans to meet presenting needs, including, but not limited to, mental health and physical health.</p>
Sex	None.	<p>Based on our engagement feedback and research, there is no available evidence to suggest the proposal will have a disproportionately negative impact on people because of their gender.</p> <p>Information extracted from Gateway for 2017-18 shows that women represent 22% of admissions into commissioned services.</p> <p>Current crisis response and homeless prevention provision includes 52 units of women only provision.</p>	Contracts will continue to require specialist provision for females.
Marriage and civil partnership	None.	Based on our engagement feedback and research, there is no evidence to suggest the proposal will have a disproportionately	Continue to work with providers regarding the availability of supported accommodation for couples.

		<p>negative impact on people because of their marital or civil partnership status.</p> <p>Current services commissioned under these contracts are for single homeless people; this includes some limited provision for couples. The Council's statutory temporary accommodation includes specific provision for families.</p>	
Pregnancy and maternity	None.	<p>There is no available evidence to suggest the proposal will have a disproportionately negative impact on women who are pregnant.</p> <p>Information held in Gateway on admissions into commissioned provision in 2017-18 shows that 24 women accessing services were identified as being pregnant.</p> <p>Current crisis response and homeless prevention provision includes 52 units of women only provision and will support pregnant women.</p> <p>The Council's statutory temporary accommodation includes specific provision for families, including women who are pregnant.</p>	<p>Continue to work with providers regarding the availability of supported accommodation for pregnant women.</p> <p>Continue to promote the wider inclusion of other relevant professionals and services where there is identification of an individual at risk or threat of homelessness who is pregnant or recently had a baby.</p>
Race and ethnicity	None.	<p>Based on our engagement feedback and research, there is no evidence to suggest the proposal will have a disproportionately</p>	<p>Continue to work with providers to ensure the support needs of people of different races and ethnicities are understood and supported to reduce their risk and threat of homelessness.</p>

		<p>negative impact on people because of their religion or belief.</p> <p>It is recognised that people of different races and ethnicities may be more at risk of homelessness.</p> <p>Information held in Gateway on admissions to commissioned provision in 17-18 shows that 13% of admissions were for people from BME communities.</p>	<p>Services for homeless people includes support for refugees who need practical support to access accommodation or resettle in the community</p>
Religion and belief	None.	<p>Based on our engagement feedback and research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people because of their religion or belief.</p>	<p>Continue to work with providers to ensure the support needs of people of different religions and beliefs are understood and supported to reduce their risk and threat of homelessness.</p>
Sexual orientation	None.	<p>Based on our engagement feedback and research, there is no available evidence to suggest the proposal will have a disproportionately negative impact based on people's sexual orientation.</p>	<p>Continue to work with providers to ensure the support needs of the LGBTQ population are understood and supported to reduce their risk and threat of homelessness.</p>
Gender reassignment	None.	<p>Based on our engagement feedback and research, there is no available evidence to suggest the proposal will have a disproportionately negative impact based on people who have undergone gender re-assignment.</p>	<p>Continue to work with providers to ensure the support needs of individuals who have undergone gender re-assignment are understood and supported to reduce their risk and threat of homelessness.</p>
Other potential impacts			

People vulnerable to socio-economic impacts	Beneficial outcome	There is a substantial inter-related correlation between homelessness and people vulnerable to socio-economic impacts.	As highlighted in the evidence above it is understood that welfare reform and austerity have a detrimental impact on this grouping of people and can escalate into homelessness. These contracts offer the potential for preventative support for those at risk of homelessness within this demographic.
Businesses	Potential disadvantage	<p>Current providers may not be successful in the tendering process.</p> <p>Approximately 208 FTE staff are employed by 10 organisations in the delivery of the current contracts. These staff may be subject to Transfer of Undertakings (Protection of Employment) regulations (TUPE) should current providers not be successful in securing the new contracts.</p>	We will work with providers to help them understand the procurement process. TUPE information will be provided alongside the tender documentation so organisations bidding for the new contracts understand potential TUPE liabilities
Market	Potential disadvantage	Tender responses do not set out a service delivery model that is aligned to our statutory and policy ambitions.	<p>We have engaged with the market including current service providers so that we have been consistent and clear on our intentions for these contracts and how we envisage accommodation and support provision to respond to our statutory duties.</p> <p>We hope retaining investment in this sector will facilitate the market's ability to respond to our ambitions.</p>
Geography	Beneficial outcome	<p>Appendix B provides indication of the location of current provision.</p> <p>Current crisis accommodation provision is commissioned geographically. Contracts 1</p>	We will work with providers to determine the location of support provision and mapped in the City to assess dispersion to reduce the impact of "clustered" support on a single community or area.

		<p>and 2 will maintain a geographical approach to this provision. Delivery of Housing First and floating support will be requirements of the geographical contracts but will provide city-wide coverage.</p> <p>The proposal seeks to ensure that our homeless prevention services have strong links within their communities and that they engage and draw in partner community organisations (such as employment and arts and culture) to meet people's wider needs.</p> <p>See Appendix A for the East and West boundaries for contracts 1 and 2.</p>	
Community cohesion	None.	Based on our engagement feedback and research, there is no available evidence to suggest the proposal will have a disproportionately negative impact on community cohesion.	Continue to work with partners and stakeholders to encourage build on aspirations within the Social Value commitment to promote a community focus with organisations we work with to deliver these services.
Community safety	None.	<p>Based on our engagement feedback and research, there is no available evidence to suggest the proposal will have a disproportionately negative impact on community safety.</p> <p>The proposal could bring different householders and homeless people into contact with each other, should location of accommodation change as a result of the recommissioning activity.</p>	Continue to work alongside Safe Newcastle to create a safe Newcastle by tackling crime, alcohol, drugs, anti-social behaviour and their impact. By working together, we will develop effective, sustainable solutions to local concerns, improve confidence and build stronger communities.

Environment and air quality	None.	<p>Based on our engagement feedback and research, there is no available evidence to suggest the proposal will have a disproportionately negative impact on environment and air quality.</p> <p>Homelessness creates environmental impacts through litter, drug paraphernalia, and human waste in areas of regular use by homeless or rough sleeping individuals.</p>	<p>We will continue to work with partners and service providers to support more complex people into stable and long-term housing options reducing the likelihood of rough sleeping and the overall impact of homelessness on the local environment.</p>
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Part D: Summary and next steps

1. When will the change happen and how will it be implemented?

The Council will now commence a competitive procurement exercise for the contracts described in Section C. We will encourage providers to explore opportunities to work together collaboratively to bid for and deliver the service to help maintain the local and specialist knowledge and skills that already exist.

The Council will ensure that equality, social inclusion and community objectives are considered through the procurement process. Through the procurement process, organisations will be assessed by the quality of their tenders against the requirements set out by the Council.

It is proposed that the arrangements for the new service will commence **October 2019**:

- Procurement process commences – late April/early May
- Award of contract – end July 2019
- Transition period – August to October 2019 (including data migration)
- Service commences – 01 October 2019

Funding and contracts for existing services in the scope of the proposal will continue until the new contracts commence, at which point existing funding will be committed to fund the new contracts. The above activities and timescales may be subject to change.

Appendix A:

Summary of current service utilisation

Crisis accommodation and support (aggregated data for East and West)		2016-17	2017-18
Number who have moved on in a planned way	To independence	201	158
	To another supported housing placement	41	43
	To family / friends	157	88
	Other	0	0
Number of unplanned moves	To independence	0	4
	To another supported housing placement	65	6
	Evicted	120	118
	Other (including deceased and abandonments)	100	118
Number of clients evicted from services	Alcohol abuse	1	0
	Disruptive behaviour	16	23
	Drug abuse	2	9
	Rent arrears	12	13
	Theft	1	2
	Violence to residents	14	41
	Violence to staff	5	13
Referrals received (multiple referrals, not individuals)		1442	1466
Refused		294	443
Admits into services		476	401
Clients resident over 9 months on final day of quarter		8	13

Citywide supported accommodation and resettlement support (aggregated data for current contracts)		2016-17	2017-18
Number who have moved on in a planned way	To independence	121	88
	To another supported housing placement	121	66
	To family / friends	0	0
	Other	0	49
Number of unplanned moves	To independence	0	18
	To another supported housing placement	0	3
	Evicted	43	51

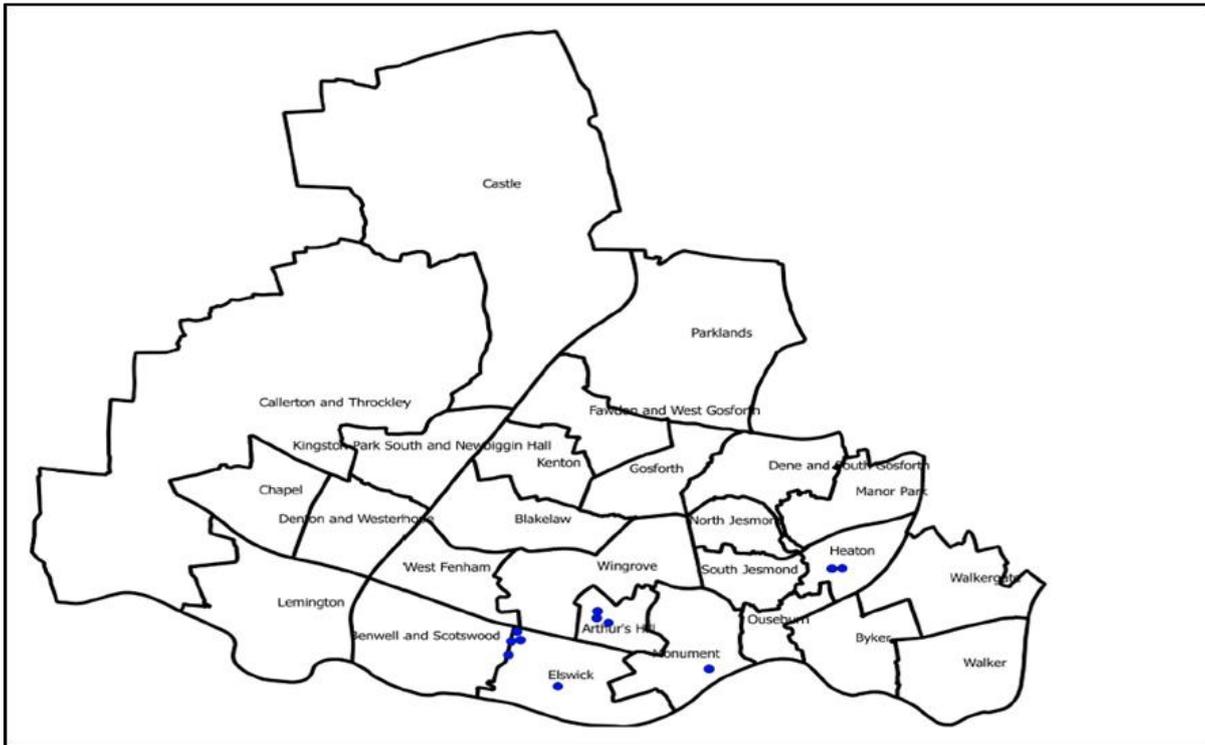
	Other (including deceased and abandonments)	43	116
Number of clients evicted from services	Alcohol abuse	0	1
	Disruptive behaviour	4	18
	Drug abuse	0	5
	Rent arrears	9	10
	Theft	1	1
	Violence to residents	2	4
	Violence to staff	1	5
Referrals received (multiple referrals, not individuals)		3327	3148
Refused		1406	1557
Admits into services		437	401
Clients resident over 2 years on final day of quarter		76	66

Citywide floating support for homeless people	2016-17	2017-18
Number moved on to greater independence	24	38
Number moved on but are no longer living independently	10	32
Referrals received (multiple referrals, not individuals)	128	277
Refused	21	53
Admits into services	42	91
Clients resident over 2 years on final day of quarter	23	29

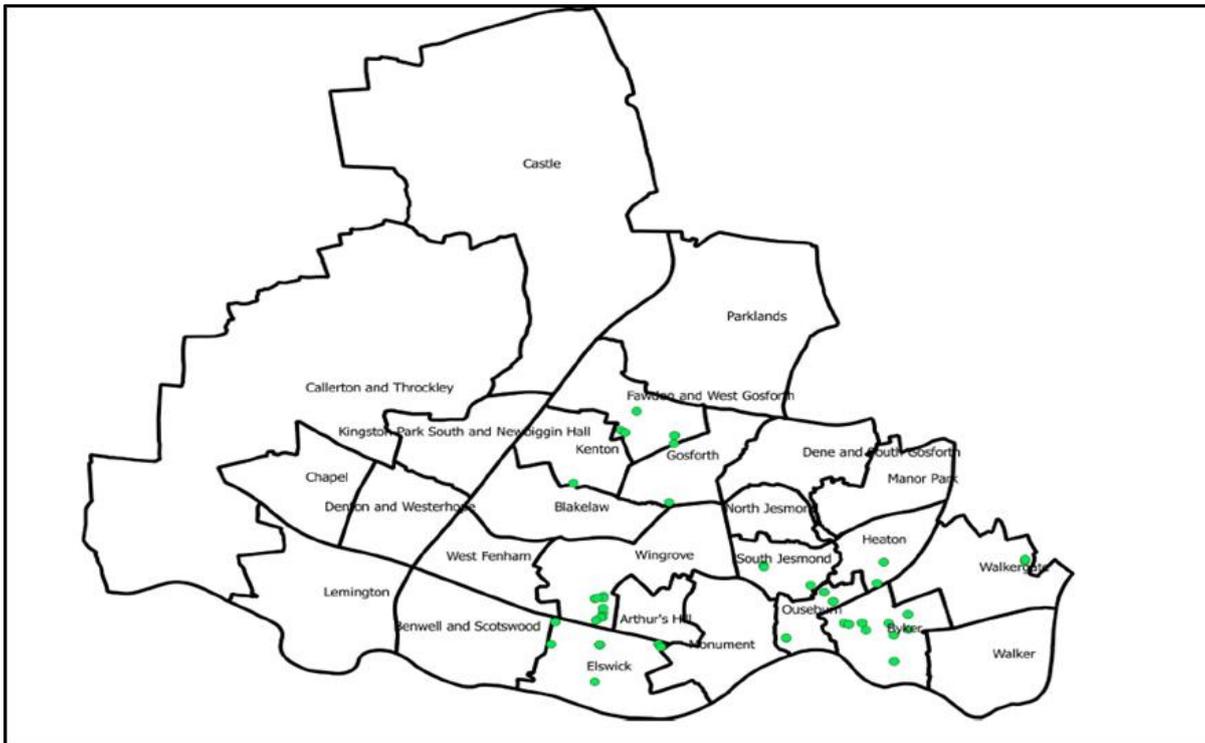
Supported accommodation and support for young people		2016-17	2017-18
Number who have moved on in a planned way	To independence	13	25
	To another supported housing placement	35	18
	To family / friends	0	22
	Other	0	6
Number of unplanned moves	To independence	0	0
	To another supported housing placement	28	5
	Evicted	24	8
	Other (including deceased and abandonments)	23	33
Number of clients evicted from services	Alcohol abuse	0	0
	Disruptive behaviour	8	2
	Drug abuse	0	0
	Rent arrears	3	0
	Theft	0	0
	Violence to residents	6	0
	Violence to staff	4	2
Referrals received (multiple referrals, not individuals)		473	390
Refused		36	93
Admits into services		146	116
Clients resident over 2 years on final day of quarter		4	8

Support for people with mental health problems			
Citywide supported accommodation		2016-17	2017-18
Number moved on to greater independence		16	10
Number moved on but are no longer living independently		11	11
Number of clients evicted from services	Alcohol abuse	0	0
	Disruptive behaviour	0	2
	Drug abuse	0	0
	Rent arrears	0	0
	Theft	0	0
	Violence to residents	0	0
	Violence to staff	0	0
Referrals received (multiple referrals, not individuals)		388	285
Refused		62	77
Admits into services		15	21
Clients resident over 5 years on final day of quarter		26	24
City wide floating support		2016-17	2017-18
Number moved on to greater independence		41	11
Number moved on but are no longer living independently		15	15
Referrals received (multiple referrals, not individuals)		69	83
Refused		5	13
Admits into services		44	36
Clients resident over 5 years on final day of quarter		16	15

Accommodation and Support for Young People



Supported Accommodation for People with Mental Health Problems



Appendix C: Geographical boundaries for Contract 1 and Contract 2 for the provision of Homelessness Prevention and Relief Services



Appendix D: Service Models – Key delivery requirements

Contracts 1 and 2: Homelessness Prevention and Relief Service for Homeless People (East and West)

Overview

Two geographical locations each with a Homelessness Prevention and Relief Service (“Hub and Spoke” model) providing the following elements:

- Preventative outreach
- Short-term homelessness relief accommodation
- Crisis “emergency” beds (void capacity)
- Resettlement Support
- Housing First

An assessment of need that ensures the most appropriate accommodation offer is made and provision of rapid re-housing options.

The accommodation provision must be able to respond to fluctuating and unpredictable levels of demand, ensuring that accommodation can always be offered to people in a crisis.

Service requirements	Type of support	Type of needs	Admit criteria, length of stay, unit capacity
<p>Preventative Outreach Support A primary and secondary prevention approach for people threatened with homelessness, offering targeted responses to individuals on a case by case basis.</p> <p>To be delivered on a geographical basis to those at risk of or threatened with homelessness within the geographical boundary of that Homelessness Prevention and Relief Service.</p> <p>Information Sharing Consent to share risk and needs information between agencies, and that it should be accurate and current.</p> <p>Safeguarding Local safeguarding (adults and children) procedures to be adhered to.</p>	<p>Preventative Outreach Support Delivered to people who are at risk of or threatened with homelessness in their current accommodation.</p> <p>Support to be focussed on the prevention of homelessness and mitigate against repeat cycles of homelessness, which may include, but should not be limited to:</p> <ul style="list-style-type: none"> • Support to liaise with landlord to prevent risk of eviction; • Maximising income by assessing entitlement to welfare benefits and support with the benefit claim process; • Access to discretionary funding; • Budgeting support, and if required support to address debt issues; • Support to access employment, training and volunteering opportunities; • Support to access treatment and recovery services in relation to substance misuse (psychosocial and pharmacological interventions); • Support to access mental health services. <p>Support to be person centred, not prescriptive and therefore flexible to meet</p>	<p>Support Needs Support for single homeless people and couples including those with multiple needs (such as, but not limited to, those with problematic drug and alcohol use, offending behaviour, mental health problems, learning disabilities, refugees, older homeless people, veterans)</p>	<p>Referrals and Admit Referrals into the Crisis and Prevention Services are via the Newcastle Gateway or directly from the Housing Advice Centre.</p> <p>Admit Criteria The service will support people aged 18+ years of age.</p> <p>This element of the Homelessness Prevention and Relief Service is for people who are not Your Homes Newcastle tenants, and who’s postcode is within the geographical boundaries of that Homelessness Prevention and Relief Service.</p> <p>For people who are threatened with homelessness within the next 7 days, and for whom an intervention would prevent admit into the Homelessness Prevention and Relief Service.</p> <p>For people who are not threatened with homelessness within the next 7 days, and for whom a more structured and longer-term support plan is required to mitigate against the risk of homelessness.</p> <p>Duration of Support</p>

	<p>an individual's changing needs and their potential fluctuating levels of engagement.</p> <p>Outcome focussed ways of working that use strength-based approaches to provide support, and that capitalises on the assets of the individual.</p> <p>Define and agree support plan actions that are aligned to the Inclusion Plan (if in place) and are outcome focussed.</p> <p>Multi-agency and holistic support to create and promote sustainable independence.</p> <p>Consider alternative accommodation options to ensure affordability, suitability and sustainable, with specialist support for people who are either employed or are experiencing a change of circumstance that may impact them financially.</p>		<p>To mitigate the need for a crisis intervention, including admit into Homelessness Prevention and Relief Services, support will be offered on a preventative basis, and should flexibly respond to the needs of the individual, supporting them to develop their capacity and resilience to enable them to maintain independent living in the community.</p>
<p>This section describes the requirements of the short-term homelessness relief accommodation, crisis "emergency" beds (void capacity) and resettlement support, which are all intrinsically linked.</p> <p>Short-term homelessness relief Accommodation Provision of humane multidisciplinary responses in smaller, psychologically informed environments in good quality accommodation in community-based settings, that deliver person centred support.</p> <p>Crisis 'Emergency' Bed Provision Provision of crisis 'emergency' beds within this contract (rather than in addition to) that offer a rapid and brief response to people who are literally homeless.</p> <p>Beds to be kept void unless referred into by the Housing Advice Centre.</p> <p>Responsiveness Accommodation must be staffed 24/7 with appropriate staffing levels that enable risk to be managed safely.</p>	<p>Support Delivered in short-term homelessness relief accommodation Support to be person centred, not prescriptive and therefore flexible to meet an individual's changing needs and their potential fluctuating levels of engagement.</p> <p>Support to be focussed on the prevention of homelessness and mitigate against repeat cycles of homelessness.</p> <p>Outcome focussed ways of working that use strength-based approaches to provide support, and that capitalises on the assets of the individual.</p> <p>Define and agree support plan actions that are aligned to the Inclusion Plan and are outcome focussed.</p> <p>Provision of trauma informed care that takes an integrated approach.</p> <p>Develop and coordinate multi-agency responses, through potential co-location opportunities to facilitate access to and engagement with support provision to reduce crisis for those with multiple and complex needs (drugs, alcohol, mental health, offending).</p>	<p>Support Needs for all Elements of the Homelessness Prevention and Relief Service Support for single homeless people and couples including those with multiple and complex needs (such as, but not limited to, those with problematic drug and alcohol use, offending behaviour, mental health problems, learning disabilities, refugees, older homeless people, veterans)</p>	<p>Referrals and Admit Referrals into the Homelessness Prevention and Relief Service via the Newcastle Gateway or directly from the Housing Advice Centre.</p> <p>Admit Criteria The Homelessness Prevention and Relief Service will support people 18+ years of age.</p> <p>For people who are literally homeless or who are threatened with homelessness within the next 7 days.</p> <p>Duration of Support Being less prescriptive about the period to be spent in short-term homelessness relief accommodation.</p> <p>For some, short-term homelessness relief accommodation should be a short-term stepping stone to greater independence, for others where they have ongoing needs, more intensive support may be required for a longer time. In both cases, support planning should be more focussed on developing the capacity and resilience of the individual to prepare them to move-on to greater independence.</p>

<p>The accommodation offer also needs to be able to respond to people for whom communal living is not appropriate or conducive to success.</p> <p>Resettlement Support To be delivered on a citywide basis (as required) to people moving on from the short-term homelessness relief accommodation provided through that Homelessness Prevention and Relief Service. It should be able to flexibly respond to need and may be offered on a longer-term basis if required to enable independence to be maintained and to mitigate against repeat presentation to homelessness services.</p> <p>Information Sharing Consent to share risk and needs information between agencies, and that it should be accurate and current.</p> <p>Safeguarding Local safeguarding (adults and children) procedures to be adhered to.</p>	<p>Multi-agency and holistic support to create and promote sustainable independence.</p> <p>A structured move on process that considers and facilitates access to a range of suitable and sustainable accommodation options.</p> <p>Move-on Planning A planned and structured move on process that capitalises on the assets, capacity, and resilience of the individual so that they can access more independent accommodation, which may be offered through the citywide supported accommodation contracts, or an independent tenancy.</p>		<p>Expectation that stays in the crisis 'emergency' beds continue to be at 5 days, before being moved to more suitable accommodation.</p> <p>Unit Capacity Smaller units of accommodation; the 'ideal' size is still to be defined, and some of this will be driven by asset availability (currently ranging from single self-contained units of dispersed accommodation to a single site of 52 units).</p>
<p>Housing First Fidelity to the seven principles of Housing First</p> <ol style="list-style-type: none"> 1. Access to housing is as quickly as possible and provision is based on suitability. 2. Long term offers of support, which is flexible and meets individual need. 3. Support and housing are separate. 4. Choice and control over housing, and engagement with other services 5. Small caseloads to enable proactive, persistent approach. 6. Based on people's goals, strengths and aspirations. 7. Support through a harm reduction approach (substances) and to improve their physical and mental health, and their wellbeing. <p>Information Sharing</p>	<p>Support Delivered in Housing First Accommodation Support to be person centred, not prescriptive and therefore flexible to meet an individual's changing needs and their potential fluctuating levels of engagement.</p> <p>Intensive support to be focussed on the prevention of homelessness and mitigate against repeat cycles of homelessness.</p> <p>Provision of trauma informed care that takes an integrated approach.</p> <p>Develop and coordinate multi-disciplinary responses, through potential co-location opportunities to facilitate access to and engagement with support provision to reduce crisis for those with complex needs (drugs, alcohol, mental health, offending).</p> <p>Multi-agency and holistic support to create and promote sustainable independence.</p>	<p>Support Needs Specific to Housing First People will present with multiple and complex needs (including but limited to those with problematic drug and alcohol use, offending behaviour, mental health problems, learning disabilities, refugees, older homeless people, veterans) and are likely to have been entrenched in the homelessness system, including multiple episodes of rough sleeping and for whom traditional alternative accommodation options have not been successful.</p>	<p>Referrals and Admit Referrals into Housing First will be through a closed route with admit and suitability criteria to be defined.</p> <p>Admit Criteria Housing First will support people 18+ years of age.</p> <p>Unit Capacity Single units of self-contained accommodation that is dispersed/or on a single site on a citywide basis.</p> <p>Duration of Support Person centred; intensity of support should reduce in line with increased independence.</p>

<p>Consent to share risk and needs information between agencies, and that it should be accurate and current.</p> <p>Safeguarding Local safeguarding (adults and children) procedures to be adhered to.</p>	<p>Specialist workforce with demonstrable skills and experience of successfully engaging with and supporting people with multiple and complex needs (must be a different offer from generic homelessness 'Support Worker' role)</p>		
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Contracts 3 and 4: Citywide Supported Accommodation

Service requirements	Type of support	Type of needs	Admit criteria, length of stay, unit capacity
<p>Supported Accommodation Provision of humane multidisciplinary responses in smaller, psychologically informed environments in good quality accommodation in community-based settings, that deliver person centred support.</p> <p>The accommodation offer should include a range of options including accommodation with communal facilities, but also self-contained dispersed properties, or self-contained units in Houses of Multiple Occupancy.</p> <p>An assessment of need that ensures the most appropriate accommodation offer is made.</p> <p>Responsiveness Accommodation must have an emergency response 24/7 with appropriate staffing levels that enable risk to be managed safely within the environment.</p> <p>Resettlement support To flexibly respond to need and may be offered on a longer-term basis to enable independence to be maintained and to mitigate against repeat presentation to homelessness services.</p> <p>Information Sharing Consent to share risk and needs information between agencies, and that it should be accurate and current.</p>	<p>Support Delivered in Supported Accommodation Support to be person centred, not prescriptive and therefore flexible to meet an individual's changing needs and their potential fluctuating levels of engagement.</p> <p>Support to be focussed on the prevention of homelessness and mitigate against repeat cycles of homelessness.</p> <p>Outcome focussed ways of working that use strength-based approaches to provide support, and that capitalises on the assets of the individual.</p> <p>Define and agree support plan actions that are aligned to the Inclusion Plan and are outcome focussed.</p> <p>Supported to register on Tyne and Wear Homes (TAWH), and to follow the process through the provision of appropriate documentation, references, debt payment plans etc.</p> <p>Move-on Planning A structured assessment of move-on that capitalises on the assets, capacity, and resilience of the individual.</p> <p>This assessment must be regularly and consistently applied to manage perceptions and expectations of independent living. Offer support to consider and facilitate access to a range of suitable and sustainable accommodation options.</p>	<p>Support Needs Support for single homeless people and couples including those with multiple needs (such as, but not limited to, those with problematic drug and alcohol use, offending behaviour, mental health problems, learning disabilities, refugees, older homeless people, veterans)</p>	<p>Referrals and Admit Referrals into services are via the Newcastle Gateway or directly from Housing Advice Centre to respond to statutory duty.</p> <p>Supported accommodation should not be solely used as the move-on option from crisis accommodation.</p> <p>Referrals following assessment in the Crisis and Prevention Services, may be for people who do not need intensive crisis accommodation and can be referred to supported accommodation instead.</p> <p>Admit Criteria Supported accommodation will support single people and couples 18+ years of age.</p> <p>For people who are literally homeless or who are threatened with homelessness within the next 7 days, and for which a responsive interview process is required.</p> <p>For people who are not literally homeless or who are threatened with homelessness within the next 7 days. i.e., within 8-56 days.</p> <p>Duration of Support Being less prescriptive about the period to be spent in supported accommodation; planning should be more focussed on developing the capacity and resilience of the individual to ensure they have the necessary skills that will enable them to live independently.</p>

<p>Safeguarding Local safeguarding (adults and children) procedures to be adhered to.</p>			<p>For others where they have ongoing needs, more intensive support may be required for a longer time. In both cases, support planning should be focussed on developing the capacity and resilience of the individual to prepare them to move-on to independence.</p>
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Contract 5: Young People - Supported Accommodation and Resettlement Support

Service requirements	Type of support	Type of needs	Admit criteria, length of stay, unit capacity
<p>Supported Accommodation Provision of humane multidisciplinary responses in smaller, psychologically informed environments for young people; offering good quality accommodation in community-based settings, and person-centred support.</p> <p>The accommodation offer also needs to be able to respond to people for whom communal living is not appropriate or conducive to enabling them to achieve their goals.</p> <p>The accommodation provision must be able to respond to fluctuating and unpredictable levels of demand, ensuring that accommodation can always be offered to people in a crisis.</p> <p>Crisis ‘Emergency’ Beds Provision of or crisis ‘emergency’ beds within this contract (rather than in addition to) with an expectation that they are kept void unless referred into by the Housing Advice Centre.</p> <p>Responsiveness Accommodation must have a 24/7 response with appropriate staffing levels that enable risk to be managed safely.</p> <p>Information Sharing Consent to share risk and needs information between agencies, and that it should be accurate and current.</p>	<p>Support Delivered in Supported Accommodation Support to be person centred, not prescriptive and therefore flexible to meet an individual’s changing needs and their potential fluctuating levels of engagement. Support to be focussed on the prevention of homelessness and mitigate against repeat cycles of homelessness.</p> <p>Outcome focussed ways of working that use strength-based approaches to provide support that capitalises on the assets of the individual.</p> <p>Define and agree support plan actions that are aligned to the Inclusion Plan and are outcome focussed.</p> <p>Opportunities for co-location of practitioners to facilitate the provision of integrated, and psychologically and trauma informed interventions to reduce crisis for those with complex needs (drugs, alcohol, mental health, offending).</p> <p>Develop and coordinate multi-agency responses that create and promote sustainable independence.</p> <p>Move-on Planning A planned and structured move on process that is focussed on developing the skills required to enable young people live independently and to access suitable and sustainable accommodation.</p>	<p>Support Needs The range of needs that young people may present with include but are not limited to:</p> <ul style="list-style-type: none"> • care leavers; • teenage parents; • risk of violence and/or abuse; • risk of eviction or exclusion for anti-social behaviour; • previous homelessness or rough sleeping; • offending or offending behaviour; • self-defined as lesbian, gay, bi-sexual, transgender or queer (LGBTQ); • diagnosed or undiagnosed mental health problems; • learning difficulties and or disabilities; • drug and alcohol problems; • being refugees/asylum seekers; and • being a young carer. 	<p>Referrals and Admit Referrals into services are via the Newcastle Gateway or directly from Housing Advice Centre.</p> <p>Admit Criteria The service will support young people aged 16-24 years of age.</p> <p>Duration of Support In being less prescriptive about the period to be spent in supported accommodation; planning should be more focussed on developing the capacity and resilience of the young person to prepare them to move-on to independence.</p> <p>Expectation that stays in the ‘emergency beds’ continue to be at 5 days, before being moved to more suitable accommodation.</p> <p>Unit Capacity Smaller units of accommodation; the ‘ideal’ size is still to be defined, and some of this will be driven by asset availability (for info, current provision ranges from single self-contained units of dispersed accommodation to a single site of 52 units).</p>

<p>Safeguarding Local safeguarding (adults and children) procedures to be adhered to.</p> <p>Resettlement Support Must be delivered flexibly to respond to need and may be offered, where required, on a longer-term basis to enable independence to be maintained and to mitigate against repeat presentation to homelessness services.</p>			
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Contract 6: Mental Health - Integrated Accommodation and Floating Support

Service requirements	Type of support	Type of needs	Admit criteria, length of stay, unit capacity
<p>Supported Accommodation High quality accommodation and support in community-based settings, that enables people with a mental health problem to gain and retain the skills necessary to live as independently as possible by promoting these skills and promoting social inclusion.</p> <p>Accommodation Offer The accommodation offer needs to be able to respond to people for whom communal living is not appropriate or conducive to success.</p> <p>Provision of a range of accommodation offers that are driven by support requirements:</p> <ul style="list-style-type: none"> • Short or long-term accommodation and support to remain living in the community • Short term accommodation and support to help them gain the skills for independent living. • Short term accommodation and support to help them resettle into the community <p>Responsiveness</p>	<p>Supported Delivered in Supported Accommodation Specialist support to be person centred, not prescriptive and therefore flexible to meet an individual’s changing needs and their potential fluctuating levels of engagement. Support to be focussed on maintaining or improving an individual’s mental health, whilst ensuring that their homelessness is prevented.</p> <p>Outcome focussed ways of working that use strength-based approaches to provide support that capitalises on the assets of the individual.</p> <p>Define and agree support plan actions that may be aligned to the Inclusion Plan and are outcome focussed.</p> <p>Opportunities for co-location of practitioners to facilitate the provision of integrated, and psychologically and trauma informed interventions to reduce crisis for those with complex needs (drugs, alcohol, mental health, offending).</p> <p>Develop and coordinate multi-agency responses that create and promote sustainable independence.</p>	<p>Support Needs Respond to a wide range of circumstances in which people with mental health problems who require support accommodation, including but not limited to:</p> <ul style="list-style-type: none"> • People who are leaving hospital, crisis beds, mental health residential care or prison • People who are struggling to manage their tenancy and are at risk of becoming homeless or a hospital admission or into mental health residential care • People who are living in temporary accommodation 	<p>Referrals and Admit Referrals into services are via the Newcastle Gateway or directly from the Housing Advice Centre.</p> <p>Admit Criteria The service will support single people 18+ years of age.</p> <p>Duration of Support In being less prescriptive about the period to be spent in supported accommodation; planning should be more focussed on developing the capacity and resilience of the person to prepare them to move-on to greater independence.</p> <p>For people who have ongoing needs support may be required for a longer time. In all cases, support planning should be more focussed on developing the capacity and resilience of the individual, this may include support to prepare them to move-on to greater independence.</p> <p>Longer-term support to maintain their tenancy to help them live independently in the community.</p> <p>Unit Capacity Smaller units of accommodation provided on a dispersed on a citywide basis; some sites</p>

<p>Accommodation must have a 24/7 response with appropriate staffing levels that enable risk to be managed safely.</p> <p>Resettlement Support Must be delivered flexibly to respond to need and may be provided on a longer-term basis to maintain the greater level of independence and prevent crisis.</p> <p>Information Sharing Consent to share risk and needs information between agencies, and that it should be accurate and current.</p> <p>Safeguarding Local safeguarding (adults and children) procedures to be adhered to.</p>			<p>will offer shared accommodation, some will be self-contained.</p>
<p>Floating Support Visiting floating support that is delivered on a citywide basis and enables people to gain and retain the skills necessary to continue to live as independently as possible by promoting those skills and social inclusion:</p> <ul style="list-style-type: none"> • low level support; whereby only minimal contact is required to monitor the service user and ensure they do not regress and lose the ability to cope and manage their accommodation; • intermediate support whereby a crisis has been addressed and the service user has become established and their needs remain substantial but have stabilised; and • a highly intensive level of support; needing a short-term but intensive approach. <p>Information Sharing Consent to share risk and needs information between agencies, and that it should be accurate and current.</p> <p>Safeguarding Local safeguarding (adults and children) procedures to be adhered to.</p>	<p>Specialist support to be person centred, not prescriptive and therefore flexible to meet an individual's changing needs and their potential fluctuating levels of engagement.</p> <p>Support to be focussed on maintaining or improving an individual's mental health, whilst ensuring that their homelessness is prevented.</p> <p>Outcome focussed ways of working that use strength-based approaches to provide support that capitalises on the assets of the individual.</p> <p>Define and agree support plan actions that may be aligned to the Inclusion Plan and are outcome focussed</p> <p>Opportunities for co-location of practitioners to facilitate the provision of integrated, and psychologically and trauma informed interventions to reduce crisis for those with complex needs (drugs, alcohol, mental health, offending).</p> <p>Develop and coordinate multi-agency responses that create and promote sustainable independence.</p>	<p>Support Needs Respond to a wide range of circumstances in which people with mental health problems who require support accommodation, including but not limited to:</p> <ul style="list-style-type: none"> • People who are leaving hospital, crisis beds, mental health residential care or prison • People who are struggling to manage their tenancy and are at risk of becoming homeless or a hospital admission or into mental health residential care • People who are living in temporary accommodation 	<p>Referrals and Admit Referrals into services are via the Newcastle Gateway or directly from the Housing Advice Centre.</p> <p>Admit Criteria The service will support people 18+ years of age.</p> <p>This service is for people in all tenure type who require specialist support in relation to their mental health needs to enable them to sustain their accommodation.</p> <p>Longer-term support to maintain their tenancy to help them live independently in the community.</p> <p>Duration of Support In being less prescriptive about the duration of support, it should be determined on individual need and recognises that longer-term support may be required to maintain their tenancy to help them live independently in the community.</p>