

ABERDEEN CITY COUNCIL

COMMITTEE	Operational Delivery Committee
DATE	17 January 2019
REPORT TITLE	Rapid Rehousing Transition Plan Draft
REPORT NUMBER	CUS/19/155
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CHIEF OFFICER	Derek McGowan
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TERMS OF REFERENCE	9.3

1. PURPOSE OF REPORT

To seek approval for this Rapid Rehousing Transition Plan document, which was submitted in draft form to Scottish Government for their deadline of 31/12/18. This is a partnership approach to ending homelessness in the City.

2. RECOMMENDATION(S)

That the Committee approves the Draft Rapid Rehousing Transition Plan 2019-2024.

3. BACKGROUND

- 3.1 The Homelessness & Rough Sleeping Action Group (HARSAG) was set up by the Scottish Government in October 2017 to produce short and long term solutions to end homelessness and rough sleeping. Four sets of recommendations were made in December 2017 and in February, May and June 2018. The context for the 70 detailed recommendations is a vision of a whole-system approach whereby prevention of homelessness is paramount and the responsibility lies not just with local authorities but with all parts of the public sector. Our response is a partnership vision for the city, to eradicate homelessness by 2024.
- 3.2. When homelessness occurs, rapid rehousing should be the default position, as that will avoid the need for time in temporary accommodation. Recognising that some people need more than just a house, and have multiple complex needs that must be addressed alongside their homelessness, the action group has

made it clear that the Housing First model of intensive support should be available. For people who require the emergency safety net of temporary accommodation, their time there should be as short as possible. It should be spent in accommodation that is of a high standard and in a location that minimises disruption to their daily lives. Aberdeen City Council are a partner in the Aberdeen Housing First Pathfinder, a consortium operating across the City and Aberdeenshire, as previously approved by this Committee.

3.3. Where homelessness cannot be prevented, Rapid Rehousing means:

- A settled, mainstream housing outcome as quickly as possible;
- Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better;
- When temporary accommodation is needed, the optimum type is mainstream, furnished and within a community. Housing Support Services are moving to a Locality based model under the Target Operating Model.

3.4 For people with multiple complex support needs beyond housing:

- Housing First is the first response for people with complex needs and facing multiple disadvantages;
- Housing First provides ordinary, settled housing as a first response for people with complex needs;
- It recognises a safe and secure home as the best base for recovery and offers personalised, open-ended, flexible support for people to end their experience of homelessness and address wider needs;
- The model separates the provision of housing and support, offers choice and control to tenants and works to the principles of harm reduction.

3.5 A rapid rehousing approach sees a shift away from a culture of 'tenancy readiness'. The majority of households experiencing homelessness have no, or low support needs. Some households may have higher support requirements, and for them, rapid rehousing means supporting people in their own settled home rather than in temporary or supported accommodation for prolonged periods of time. Where independent living within the community is not possible or preferable for whatever reason (safety, risk to self or others, choice), and for whom residential or supported accommodation is the preferred housing option, commissioned support should be small, highly specialist provision.

3.6. The Rapid Rehousing Transition Plan (RRTP) is a new planning framework for local authorities and their partners to transition to a rapid rehousing approach. Each Local Authority is required to develop their plans in collaboration over a planned and costed phase of 5 years (2019/20 to 2023/24). Aberdeen City Council will collaborate across the public, private and third sectors in this regard.

- 3.7. Ongoing consultation on the Draft Rapid Rehousing Transition Plan is underway, with a shared partnership vision to end homelessness in the City. We have recently undertaken two events, with representation from Aberdeen City Council staff, Aberdeen City Council tenants, Aberdeen Cyrenians, Aberdeen Foyer, Instant Neighbour, Barnardos, SAMH, Penumbra, Turning Point Scotland, Grampian Women's Aid, Langstane Housing, Grampian Housing Association and Aberdeenshire Council.

4. FINANCIAL IMPLICATIONS

- 4.1 Within the five year period of the Rapid Rehousing Programme (from April 2019), it is anticipated that we will completely transform our Service delivery. This is in keeping with Scottish Government's aspirations for ending homelessness and improving customer experience, as well as our own aspirations as outlined in the Target Operating Model and Local Outcome Improvement Plan.
- 4.2 In order to effect these changes, funding will be available from Scottish Government to assist. The level of available funding is yet to be determined. In the longer term the streamlining of Service provision will ensure savings to Aberdeen City Council.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

	Risk	Low (L), Medium (M), High (H)	Mitigation
Financial	Scottish Government funding does not follow the RRTP	L	This is very unlikely. However, many of the changes outlined in the vision will result in significant cost savings to Aberdeen City Council and could proceed on a spend to save basis.
Legal	This has been considered and no risks have been identified.		
Employee	Changing roles and job descriptions will impact on staff and industrial relations	L	Work in partnership with trade unions from early stage and effect regular consultation with

			staff at all stages of the process.
Customer	Current tenants in Temporary Accommodation refuse to vacate properties resulting in backlog prior to commencement of RRTP	M	Dialogue to be undertaken with Temporary Accommodation tenants and redesignation of stock ("flipping") to be employed where necessary, whilst managing supply and demand of stock.
Environment	This has been considered and no risks have been identified.		
Technology	This has been considered and no risks have been identified.		
Reputational	Shortage of properties to meet demand	M	Develop options around further development of Houses in Multiple Occupation, development of Flat Share, housing people in two bed rather than one bed units to take advantage of vacant stock.

7. OUTCOMES

Local Outcome Improvement Plan Themes	
	Impact of Report
Prosperous People	RRTP will impact positively on people. The vision set out in the draft attached is shared by partners city wide. It is reflective of views gathered from our client group. Customer experience will be vastly improved by reducing time in temporary accommodation, ceasing use of less appropriate accommodation and reducing homeless journey time. Support will be provided from the day of presentation and deferrals will be removed. In short, this support will build resilience and protect people from experiencing unnecessary harm in accordance with the Target Operating Model and Local Outcome Improvement Plan.
Prosperous Place	RRTP will have a positive impact on environmental standards. For example, one of our hostel buildings is no longer fit for purpose. Implementation of RRTP will remove use of this building. Bed and Breakfast accommodation is attracting a lot of negative media attention. Again, RRTP will remove use of this provision. RRTP will ensure settled accommodation throughout the City for those who need it most. Community involvement, integration and inclusion are central to this.
Enabling Technology	This proposal will fully embrace technology as it progresses from a draft to a finalised plan. Our aspirations for Service redesign largely centre around the

	digital agenda and we are committed to using digitisation to deliver self serve and subsequently reducing the customer journey further from that perspective.
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Design Principles of Target Operating Model	
	Impact of Report
Customer Service Design	The content of this report will, over the period to 2024, completely transform how Housing Access and Support is delivered. This will mainly focus on a customer led Service.
Organisational Design	In the period to 2024, this work will drive organisational design in terms of redefining the structure, redefining job roles and remits, developing skills and capabilities and improving accountability and performance to ensure a financially viable, customer focussed model of delivery.
Workforce	As above, implementation of this report will allow us to define the level of people required and the skillsets needed. We will change the culture within the Service to enable a greater customer focus.
Process Design	RRTP will ensure we identify the processes which require to be changed to enable greater customer focus balanced with stronger financial performance.
Technology	Digitisation will ensure we deliver self serve options as far as possible. This will assist in the reduction of the homeless journey.
Partnerships and Alliances	Fundamental to the success of RRTP is the strength of partnership. There is a shared vision City wide to end homelessness, and cuts across the public, private and third sector equally.

8. IMPACT ASSESSMENTS

Assessment	Outcome
Equality & Human Rights Impact Assessment	Not required
Data Protection Impact Assessment	Not required
Duty of Due Regard / Fairer Scotland Duty	Not required

9. BACKGROUND PAPERS

None

10. APPENDICES (if applicable)

1. Draft Rapid Rehousing Transition Plan (Appendix A)
2. Rapid Rehousing Transition Plan Toolkit (Excel Spreadsheet – Appendix B)

11. REPORT AUTHOR CONTACT DETAILS

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