

## Enclosure 2 – Appendix B - Nottingham Rough Sleeping Initiative bid 2022-25 – Programme Overview

<b>TOTAL FUNDING</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>£6,595,057</b>	<b>£2,256,587</b>	<b>£2,317,639</b>	<b>£2,020,831</b>
<b>Measure</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
<b>1. Operational Oversight Team</b>			
<p><b>a) Rough Sleeping Operations Manager (RSOM)</b></p> <p>The RSOM is the existing Nottingham City Council Rough Sleeping Coordinator and will be in post throughout the 3 year programme from 01/04/22 to 31/03/25</p> <ul style="list-style-type: none"> <li>• Function as the operational lead for the rough sleeping system of services with oversight of mobilisation and ongoing delivery.</li> <li>• Responsible for connecting the individual elements into a cohesive system where partnership working is commonplace from the frontline to strategic management across the public, community and private sectors.</li> <li>• Central resource for combining learning from across the system, understanding needs, issues and challenges, consulting with partners to identify alternative responses.</li> <li>• Lead operationally on the systemic transformation to focus on prevention and relief, including further development of the multi-agency approach to supporting rough sleepers and providing support to stakeholders through this process.</li> <li>• Point of authority for emergency/bespoke solutions and providing an impartial route of escalation within the multi-agency approach.</li> <li>• Responsible for the mobilisation of seasonal and unplanned demand, understanding market availability and following procurement processes to support this.</li> </ul>			
<p><b>b) Rough Sleeping Prevention Case Coordinator</b></p> <p>New Nottingham City Council post to be recruited from 01/07/22 on a fixed term 2 year contract to 30/06/24. The RSPCC will work under the line management of the RSOM.</p> <ul style="list-style-type: none"> <li>• Support the systematic development underpinning the multi-agency approach to supporting rough sleepers by: <ul style="list-style-type: none"> <li>– Providing advice and support to the multi-agency meeting</li> <li>– Functioning as a resource to take away actions required from non-present partners and in doing so promoting cross-sector accountability</li> <li>– Identifying gaps in partnership representation, engaging stakeholders and supporting the RSOM to develop and expand cross-sector joint working protocols.</li> </ul> </li> <li>• Lead in profiling and identifying the ‘at risk’ cohort and target the new Prevention and Resettlement Service to provide interventions and prevent future or repeat rough sleeping whilst ensuring that the MDT approach is extended to considering solutions for those on the precipice towards rough sleeping</li> <li>• Utilise insight from the MDT and other front line resources to understand more about the new flow to rough sleeping and be key to feeding this in to the Changing Futures Programme to ensure that early intervention resources are appropriately targeting the causes behind homelessness and rough sleeping.</li> </ul>			
<p><b>It is not anticipated that these roles will be subject to the Procurement Framework from 2023-24</b></p>			

Measure	2022-23	2023-24	2024-25
<b>2. Prevention and Resettlement Service</b>	<p><b>a) Resettlement Support Service (RSS)</b> Continued from RSI 2021-22. Emmanuel House providing tenancy start-up support to rough sleepers rehoused into the Private Rented Sector. Target to support 75 individuals during 2022-23</p> <p><b>b) Move on accommodation</b> Continued from RSI 2021-22. Framework supporting 20 individuals rehoused from rough sleeping within 1 bed social housing tenancies (properties provided specifically for this initiative in excess of social housing nomination levels).</p> <p><b>c) Housing Led accommodation</b> Continued from RSI 2021-22. Framework supporting 16 complex needs individuals rehoused from rough sleeping into 1 bed social housing tenancies (properties acquired by NCC specifically for the purpose an additional support provided by specialist NCH patch managers).</p> <p><b>d) Independent Placement and Support</b> Training and employment brokerage service, connecting people to pathways to or employment placements with appropriate organisations who together with the service understand needs and necessary additional support.</p>	<p>From 2023-24, the Prevention and Resettlement service consolidates points 2 a) b) c) and d) into a single team which will be one lot on the Procurement Framework from 2023-24. The service will deliver case management support to people who are 'at risk' of rough sleeping. This includes those rehoused following rough sleeping and those whose profile, history or current behaviour or developing issues and needs suggests the likely occurrence of homelessness and imminent risk of rough sleeping.</p> <p>Differing to Housing Related Support Independent Living Support (ILS), the focus is upstream intervention to prevent homelessness before an approach to the local authority from individuals or couples whose profile, history or current behaviour suggests the likely occurrence of homelessness and imminent risk of rough sleeping when it does.</p> <p>Intelligence from day centre drop-ins, supported accommodation, financial resilience services and other points of social prescribing will inform the targeting of this service to ensure it is supporting people at risk, new rough sleepers who haven't been seen before and those returning to rough sleeping.</p> <p>The service will promote flexible access to wraparound support applied without prescribed time limits or conditions in a Housing Led approach to people within their tenancy or accommodation placement:</p> <ul style="list-style-type: none"> <li>• with the ability to directly lever in the specialist mental health and drug and alcohol workers</li> <li>• bespoke Independent Placement and Support (IPS) training and employment brokerage service based within the team</li> <li>• following the pathways forged by the Homelessness Prevention Case Coordinator to ensure all other support needs are assessed and met by relevant services</li> <li>• capacity to engage and facilitate meaningful activities</li> </ul> <p>The service will intensively support a caseload of 60 individuals as well as providing shorter periods of initial tenancy start up support for a caseload of 30 low need new rough sleepers rehoused into PRS to ensure they are able to sustain their independent living arrangements. It is anticipated that a total of 150 individuals would be supported by the service over a 12 month period.</p>	

Measure	2022-23	2023-24	2024-25
<b>3. Prevention and Assessment Hub</b>	<p><b>a) Radford Boulevard (Safe Space to Stay)</b></p> <p>Already established and continuing from RSI 2021-22. Framework delivery of 5 bedspaces (own room) with support within a 24hr access emergency shelter pending a longer-term placement. Dedicated provision for rough sleepers, this project will provide shelter to over 50 individuals in 2022-23 with an average length of stay of less than 5 weeks.</p>	<p>b) Via the Procurement Framework, from 2023 we will be seeking delivery of a new Prevention and Assessment (P&amp;A) hub providing 18 units of off-the-streets shelter. The self-contained rooms will be available for immediate access 24/7 in response to outreach. The model will deliver a place of protection and safety, enabling immediate statutory housing assessment with wraparound support to achieve rapid move on.</p> <p>The P&amp;A hub will expand the Safe Space to Stay model and build on learning from the joint working opportunities possible within the block booked hotel delivery during 'Everyone In'.</p> <p>Alongside the accommodation the hub will provide a colocation base for the:</p> <ul style="list-style-type: none"> <li>• Outreach and Engagement Team</li> <li>• Prevention and Resettlement Service</li> <li>• New dedicated statutory housing assessment and move on officers</li> <li>• Homeless health and the specialist mental health and drug and alcohol workers</li> <li>• As well as providing treatment rooms for nursing, GPs, dentistry and other services.</li> </ul> <p>The hub is being introduced in recognition that prevention interventions take time to impact and even then there will remain a need to provide an emergency accommodation response to those where prevention has not been possible.</p> <p>This model aims to maximise partnerships across the rough sleeping system of services and enable wider delivery of services by facilitating a central base of contact and a collaborative approach to move those at risk of rough sleeping rapidly into alternative options.</p> <p>The P&amp;A Hub will provide an immediate accommodation option that is accessible at the point of engagement. Wraparound support will be provided from the hub to maximise the opportunities to accept the offer of a bedspace and equally once accommodated an offer of support.</p> <p>The hub will deliver a rapid accommodation response to people who are new or returned to rough sleeping (currently over 50% of the snapshot monthly count) with support to move them into more sustainable housing options. The hub is also designed to offer flexibility to more entrenched individuals who utilise the facilities on multiple occasions but at each time providing a new opportunity to engage and divert from street homelessness in the longer term.</p> <p>c) A dedicated Housing Aid Rough Sleeping Move On Officer will work with the provider to ensure that throughput is addressed via effective move on plans which stem from the Personalised Housing Plans. It is projected that the P&amp;R hub will shelter a minimum of 134 individuals annually.</p>	

Measure	2022-23	2023-24	2024-25
<b>4. Outreach and Engagement Team</b>	<p>Employed by different organisations within the public and community sector (4a-d below) but working collectively as one team to deliver flexible outreach and in-reach co-located services to immediately identify people about to bed down or who have been found rough sleeping and engage them to accept offers of support. The collective team are primarily focussed on supporting rough sleepers into housing options. Those with additional needs are assisted with navigation through pathways to determine the underlying issues that have led or contribute to rough sleeping. The team tenaciously support those resistant to engaging and with complex situations. They lead on providing the insight to enable a multi-agency response and delivery of bespoke solutions. Being a rough sleeper or at risk is the only prerequisite to the support and there are no other thresholds applied.</p> <p>There is a reduction in capacity within this team over the RSI 2022-25 timeframe in anticipation of a reduction in numbers of individuals who are rough sleeping over the next three years. However, there is the need to retain delivery of this service to maintain that reduction by rapidly addressing the new flow to street homelessness both from known areas of pressure such as prison, hospital and mental health inpatient settings as well as those unknown to the city until they appear.</p> <p>During 2022-23, the team will together support a caseload of 288 individuals. However, currently outreach support is provided to an average of 1300 people per month and this team is instrumental in ensuring that there is an offer of support to establish a route away from street homelessness to anyone who is identified and remains in the city.</p> <p>The Outreach and Engagement Team are the direct responders to rough sleepers. Working together to build trust and rapport with individuals who are hard to engage and quickly and effectively to identify and intercept new flow to street homelessness in Nottingham. This service takes support to rough sleepers wherever they are, connecting excluded individuals with services to meet their needs, without it one would not find the other.</p> <p>All flexible funding budgets have been pooled for use across the system at the point of need rather than being attached to a particular element of the system. This is flexible funding to provide personalised solutions to help obtain or sustain a housing arrangement. The available funding is reduced in YR3 of the programme in recognition of the planned reduction in entrenched complex rough sleeping cases.</p> <p>The Outreach and Engagement Team comprises of the following roles:</p> <p><b>a) Specialist Navigators</b></p> <ul style="list-style-type: none"> <li>i) 1FTE Hospital Discharge Navigator</li> <li>ii) 1FTE Mental Health Navigator</li> <li>iii) 1FTE Prison Release Navigator</li> </ul> <p>Already established and continuing from RSI 2021-22 throughout RSI 2022-25. However, from 2022-23, the prison navigator post is moving from Nacro to NCC meaning all specialist navigators will be employed by Nottingham City Council and based at Housing Aid within a singular team, benefiting from peer support. It is not anticipated that these posts will be subject to the Procurement Framework from 2023-24.</p> <p>The posts are integral to cross sector early intervention and connectivity to the Duty to Refer from public sector areas of pressure.</p> <p>The specialist navigators provide a critical form of brokerage between the public sector organisations and helping to find solutions for complex and challenging individuals facing reduced options.</p> <p>Intensively managing a caseload of around 20 at a time, the navigators are to each support a minimum of 36 individuals annually and collectively over 100 individuals per year.</p> <p><b>b) Single Support Service – Community Navigators</b></p>		

Already established and continuing from RSI 2021-22 with 5FTE for YR1 (delivered by Emmanuel House), reducing to 2FTE for YR2 and 1FTE for YR3 of RSI 2022-25.

This service dovetails with Street Outreach to provide intensive support and case management to individuals who are resistant to engaging and with complex situations requiring a multi-agency response and bespoke solutions. The navigators also quickly intercept those new to rough sleeping providing capacity to source and arrange housing solutions.

Over the course of RSI 2022-25 the navigators will continue to work with the remaining entrenched rough sleepers and those new to rough sleeping acting as a consistent single source of ongoing support until individuals are rehoused.

Each navigator will intensively support a minimum of 36 individuals annually (totalling 180 for 5FTE Navigators in YR1, 72 in YR2 and 36 in YR1). These posts will be delivered by Emmanuel House in 2022-23 and subject to the Procurement Framework thereafter.

**c) Extended outreach**

Already established and continuing from RSI 2021-22 with 2FTE for YR1 (delivered by Framework) and 2FTE for YR2 and reduced to 1FTE in YR 3 of RSI 2022-25.

The full Street Outreach service delivers outreach 365 days of the year to make sure that any individuals sleeping rough are identified and linked to shelter and support. The RSI resource boosts the capacity of the Street Outreach Team (SOT) to enhance and enable flexible delivery of service in response to changing pressures and demands – including provision of evening outreach during the winter months. This service provides a comprehensive source of information to a wide range of stakeholders and is critical to facilitating contact and connectivity with the statutory housing assessment and support to meet ongoing housing and additional needs. Each outreach worker will support an estimated 89 individuals per year.

**d) Housing Aid Assessment Officer**

Will be recruited by NCC to be in post by 01-07-22 to 31-03-25. This post will not be subject to the Procurement Framework.

On average 55 new rough sleepers each month require a statutory assessment. Therefore, resource has been sought to introduce 1FTE dedicated Nottingham City Council Housing Aid Assessment Officer to ensure the assessment can be delivered flexibly and timely upon identification.

2022-23	2023-24	2024-25
<ul style="list-style-type: none"> <li>a) Specialist Navigators – 3FTE</li> <li>b) Single Support Service Community Navigators – 5FTE</li> <li>c) Extended Outreach – 2FTE</li> <li>d) Housing Aid Assessment Officer – FTE (from 01-07-22)</li> <li>e) Personal Budget Fund - £40,000</li> </ul>	<ul style="list-style-type: none"> <li>a) Specialist Navigators – 3FTE</li> <li>b) Single Support Service Community Navigators – 2FTE</li> <li>c) Extended Outreach – 2FTE</li> <li>d) Housing Aid Assessment Officer – 1FTE (note this is the same role as described in Point 3.)</li> <li>e) Personal Budget Fund - £40,000</li> </ul>	<ul style="list-style-type: none"> <li>a) Specialist Navigators – 3FTE</li> <li>b) Single Support Service Community Navigators – 1FTE</li> <li>c) Extended Outreach – 1FTE</li> <li>d) Housing Aid Assessment Officer – 1FTE (note this is the same role as described in Point 3.)</li> <li>e) Personal Budget Fund - £20,000</li> </ul>

Measure	2022-23	2023-24	2024-25																		
<b>5. Supported Accommodation for Rough Sleepers</b>	<p>For RSI 2021-22 we were awarded funding to deliver 64 bedspaces in supported accommodation at a time when there were 99 individuals rough sleeping or in emergency accommodation, an average of 126 individuals found each month with 42% new to rough sleeping in Nottingham.</p> <p>We currently have 44/64 bedspaces in delivery (less than the anticipated number due to a planned provider unexpectedly choosing to withdraw from supporting homeless adults in Nottingham and the inability to source an alternative delivery partner within year). Additionally, the monthly street count found 15 rough sleepers in February and there are a further 21 individuals sheltered in hotel provision through Winter Measures/Protect and Vaccinate and 22 individuals in the community sector Night Shelter. This totals 102 rough sleepers. The hotel and Shelter provision is due to end on 31 March 2022 and the current provider of the accommodation at Wellesley House is unable to continue to deliver the existing 10 bedspaces. These means that 68/102 individuals are at risk of street homelessness.</p> <p>Therefore, our current need for off-the-streets provision remains acute and we recognise that a number of individuals require supported accommodation where they can settle for a period of stabilisation before moving on to longer term housing options. However, we also understand that there are others in need of immediate shelter, but who may be able to move on much quicker with rapid assessment and move on support.</p> <p>This proposal reflects a shift over the 3-year programme to a model that delivers transition accommodation (Prevention and Assessment Hub) as separate instant access but very short-term shelter with a gradually reducing number of supported accommodation bedspaces focussed for those who require longer periods of time in housing with on-site support.</p> <p>This supported accommodation is dedicated provision available for rough sleepers only following referral by the Prevention and Assessment Hub. The bedspaces can also be accessed directly from street homelessness via the Outreach and Engagement Team for entrenched rough sleepers resistant to offers of shelter.</p>																				
	<b>2022-23</b> <table> <thead> <tr> <th>Project</th> <th>Provider</th> <th>Bedspace</th> </tr> </thead> <tbody> <tr> <td>London Road (additional rooms)</td> <td>Framework</td> <td>8</td> </tr> <tr> <td>Sneinton Hermitage</td> <td>Framework</td> <td>10</td> </tr> <tr> <td>Gregory Boulevard</td> <td>Framework</td> <td>7</td> </tr> <tr> <td>Sneinton Boulevard</td> <td>Framework</td> <td>4</td> </tr> <tr> <td>Wellesley House</td> <td>Bloom CIC</td> <td>20</td> </tr> </tbody> </table>	Project	Provider	Bedspace	London Road (additional rooms)	Framework	8	Sneinton Hermitage	Framework	10	Gregory Boulevard	Framework	7	Sneinton Boulevard	Framework	4	Wellesley House	Bloom CIC	20	<b>2023-24</b> <p>Radford Boulevard – remaining open during the mobilisation of the new Prevention and Assessment hub by operating for 6 months during 2023-24 as 5 spaces of supported accommodation.</p> <p>21 bedspaces of supported accommodation will be called off the Procurement Framework</p>	<b>2024-25</b> <p>17 bedspaces will be called off the Procurement Framework</p>
Project	Provider	Bedspace																			
London Road (additional rooms)	Framework	8																			
Sneinton Hermitage	Framework	10																			
Gregory Boulevard	Framework	7																			
Sneinton Boulevard	Framework	4																			
Wellesley House	Bloom CIC	20																			

Measure	2022-23	2023-24	2024-25
<b>6. Specialist accommodation for rough sleepers with mental health support needs</b>	<p>This funding ring-fences the use of 5 bedspaces (own room) in specialist supported accommodation for people with mental health issues. It will enable access to the bedspaces outside of the current eligibility criteria for the service.</p> <p>There are a number of individuals supported by rough sleeping services who are determined by those support workers as requiring specialist assessment and support with their mental health. However, current pathways into treatment and appropriate accommodation can be challenging to navigate and complete, particularly for those rough sleepers who are disengaged and disillusioned and whose chaotic and sporadic symptoms require assessment that involves ongoing observation. This provision will enable access to specialist accommodation without a prerequisite of and a completed social care assessment confirming care and support needs or a diagnosis with an active programme of secondary mental health treatment. Once resident the environment will support conductivity to ongoing observation and flexible assessment and treatment.</p> <p>This hybrid model between homeless and mental health supported accommodation is aimed at improving access to specialist mental health accommodation based services for people who are determined as needing support but are not meeting current thresholds. It aims to improve connectivity between homelessness support workers and health and social care practitioners by trusting and valuing the judgement of people with insight from their relationships with service users. This model will be operational for 2 years with the intention of generating systematic transformation by 2024/25.</p> <p>Individuals are in the target priority group because they have remained or returned to rough sleeping with resistance or rejection to support interventions. Front line workers who have maintained contact through outreach during their street homelessness give insight suggesting that mental health issues can be a barrier to accessing assessment, treatment and more generic homelessness services. This provision will specifically provide a route into an alternative and appropriate pathway that may currently be inaccessible for these individuals.</p>	<p>Ended in anticipation of changes in pathways and provision ensuring the correct support is available for people in their appropriate accommodation placements.</p>	

Measure	2022-23	2023-24	2024-25
<b>7. Transition support for people from abroad</b>	Around 16% of rough sleepers in Nottingham are from abroad. This intervention provides 4 bedspaces (own room) in shared accommodation with onsite support for people from abroad, particularly those who have recently achieved status and require support to become established and self-sufficient. The project is fully integrated within the system of specialist support services for people from abroad in Nottingham including education, training and employment advice and support. This project enables access to specialist provision for people who have limited options, networks and face additional cultural and language barriers. Once the individual is able to access public funds or can self-sustain through employment, the project support worker connects with the Nottingham Private Rented Assistance Scheme to obtain a tenancy in Private Rented Housing and move on from the provision. At the February monthly street count 60% of rough sleepers were UK nationals. A significant proportion of new flow to rough sleeping are individuals who have lost Home Office support upon receiving a positive immigration decision but who don't have experience, understanding, ability or resources to become self-sufficient. This project is specifically aimed at supporting those individuals, helping meet the basic need for shelter as a stepping stone towards securing their own tenancy and employment opportunity.		
	<b>2022-23</b> Delivery by Nottingham Arimathea Trust	<b>2023-24</b> Service subject to the Procurement Framework	<b>2024-25</b> Service subject to the Procurement Framework
Measure	2022-23	2023-24	2024-25
<b>8. Private Rented Assistance for Rough Sleepers</b>	The Private Rented Assistance for Rough Sleepers is continued from RSI 2021-22 but expanded for RSI 2022-25 in recognition of the absolute need to utilise the Private Rented Sector as the main prevention and resettlement housing solution. This measure comprises of:  a) 2FTE existing RSI Social Letting Officers b) 1FTE new RSI Social Lettings Officer c) Flexible funding (for incentive payments etc.)  Accessible housing options in the Private Rented sector are limited in Nottingham for people on low incomes and with support needs in a challenging and competitive housing market. Based in the wider Nottingham Private Rented Assistance Scheme (NPRAS), this resource is ringfenced to facilitate access to sustainable private tenancies for rough sleepers or those who are at risk.  This measure provides the output that will help to facilitate the housing outcomes for the wider system. Navigators, supported accommodation workers and the Prevention and Resettlement Team can support an individual to identify a private rented property. The specialist NPRAS Officers will then broker the arrangements of securing the tenancy by conducting negotiations, providing incentives and reassurances and involving the landlords in the ongoing support plan. Understanding the needs of the landlord and rough sleeper, this team has access to a flexible fund for enhanced incentives depending on individual circumstances. This service includes a social lettings tenancy management function and landlord support offer that seeks to level up an Assured Shorthold Tenancy with social housing through maintained contact and intervening early at signs of tenancy failure. This service aims to generate and help sustain 198 new tenancies per year.  Working in conjunction with the Prevention and Resettlement Team, this measure can provide a Housing Led approach in a Private Rented Sector tenancy. This will enable access to housing for those who are not accepting supported accommodation or have been matched to an RSAP property. However, in the main, this service will deliver the preventative housing solution for those at risk of rough sleeping and the move on home for those who have been provided emergency shelter in the Prevention and Assessment Hub but whom do not require further accommodation with onsite support.		