Gateshead Council

HOUSING, ENVIRONMENT AND HEALTHIER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE AGENDA

Monday, 30 January 2023 at 1.30 pm in the Bridges Room - Civic Centre

From the Chief Executive, Sheena Ramsey

Item	Business
1	**Apologies for Absence**
2	**Minutes of the last meeting** (Pages 3 - 8)
3	**Anti-social Behaviour Review** (Pages 9 - 16) Report of the Deputy Chief Executive/Strategic Director of Housing, Environment and Healthy Communities.
4	**Private Landlord Registration Scheme - Update** (Pages 17 - 22) Report of the Deputy Chief Executive/Strategic Director of Housing, Environment and Healthy Communities.
5	**High Street South update (Presentation)** (Pages 23 - 30) Report of the Deputy Chief Executive/Strategic Director of Housing, Environment and Healthy Communities.
6	**Homelessness and Rough Sleeping Strategy 2022/27 (Presentation)** (Pages 31 - 38) Report of the Deputy Chief Executive/Strategic Director of Housing, Environment and Healthy Communities.
6a	**Homelessness & Rough Sleeping Strategy 2022-2027** *(For Information)* (Pages 39 - 62)
7	**Work Programme** (Pages 63 - 66) Report of the Chief Executive and Strategic Director of Corporate Services and Governance.

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GATESHEAD METROPOLITAN BOROUGH COUNCIL

**HOUSING, ENVIRONMENT AND HEALTHIER COMMUNITIES OVERVIEW AND
SCRUTINY COMMITTEE MEETING**

Monday, 5 December 2022

PRESENT:	Councillor B Clelland (Chair)
	Councillor(s): T Graham, A Geddes, D Burnett, F Geddes, H Kelly, V Anderson, P Maughan, A Wintcher, S Gallagher, P Burns and D Welsh
APOLOGIES:	Councillor(s): H Weatherley, J Reay, J Turnbull, K Dodds, R Waugh and S Dickie

CPL45   MINUTES OF THE LAST MEETING

RESOLVED:
(i)   The minutes of the last meeting held on 7 November 2022 were agreed as a correct record.

CPL46   PERFORMANCE MANAGEMENT AND IMPROVEMENT FRAMEWORK – SIX MONTH UPDATE

The Committee received a report providing an update on the Council's PMIF in relation to the delivery of Council priorities relevant to the role and remit of the OSC for the period April 2021 to September 2022.

A summary of the PMIF aims and objectives was provided, attention was also drawn to cross-cutting key emerging areas, these were:

- Budget pressures continue to provide a significant challenge. There is an increased level of uncertainty around the government financial settlement however, it is not anticipated the settlement will address the gap in Council budgets and future demand pressures.
- Continuing demand pressures being faced by services, particularly across social care.
- The continued impact of Brexit and the increasing outcomes from the current conflict in Ukraine impacting on costs facing local people as well as in the delivery of council services. The continuing legacy impact of Covid 19 on performance.
- Widening inequalities, income and the longer term anticipated impact for the future on issues such as health. Latest data shows an increase of over 2 percentage point increase in those people who are considered vulnerable.
- Staffing pressures across the Council including recruitment and retention, and sickness, continues to present challenges in delivering services.
- Steady progress in key areas such as climate change strategy and engagement.

- Continuing increase in the access of digital and online services.
- Levels of support being provided to local people and businesses such as through various grants e.g., DWP Household Support Fund which was aimed to prevent people from going cold or hungry.

From the report, the Committee noted the areas of excellence and achievement that had been made; this included the establishment of 75 'Warm Spaces' in Gateshead in addition to the recruitment of a Strategic Locality Lead, Coordinator and Connector for Locality Working.

An overview of challenges in delivering the aims of the PMIF was provided; these included the rising costs of doing business (with demand for certain key sectors or business workspace out-stripping supply) and the cost-of-living crisis having a significant impact on resident's ability to sustain tenancies.

The Committee were advised that several actions are being undertaken to overcome the challenges reported, these were:

- Energy roadshows that have delivered in partnership between the council, CAG and others support to approximately 200 residents over several weeks.
- Ongoing work to develop a fuel poverty action plan for Gateshead.
- Commissioning activity to accelerate business formation rates and improve business reliance and growth through UK Shared Prosperity Fund.
- Implementation of the Economic Development Strategy and the establishment of a Business Support Hub to help business impacted by cost of doing business.
- Delivery of specialised employment support for care-experienced young people to help them navigate the world of work and achieve sustainable economic security.
- Working with national, regional, and local employment related services providers, training providers and specialist support organisations to connect and align employment and skills support.

The Committee also received a presentation providing an update on Zero Carbon Gateshead. From the presentation it was noted that the Council has already made major progress in reducing carbon emissions for its own activities (a 55% drop since 2010, 2.5% of Gateshead's total carbon footprint).

It was reported that in November 2022 the Climate Change Strategy for Gateshead was adopted; the Committee noted that the themes for the Strategy are transport, economy, energy, food, woodland/nature and resilience. It was highlighted that the Strategy would require a joint effort between the Council, businesses and the community.

From the presentation, it was explained that Gateshead had been awarded 'silver' accreditation against the Investors in the Environment Framework and that two subsequent audits had shown more improvements. It was further noted that Gateshead Council had received an IIE award in November 2022 for greatest carbon reduction.

It was noted that a public-facing action plan had been developed to summarise what

the Council will do to make its own operations carbon neutral. It was further noted that resident participation was key in delivering the aims of the Strategy; it was stated that 86% of respondents from the Council's climate change survey had noted concern about the impact of climate change. The Committee were also provided with information in relation to ward action plans and the climate action plan for schools and colleges.

The Committee queried whether the Council had a specific policy in relation to the use of concrete given it's environmental impact. The Committee were advised that the revised Local Plan would be exploring this matter (amongst others) to identify its viability; it was also noted that there are industry-wide considerations being made on the use of concrete.

The Committee discussed the impact of electric vehicles (EV) and the inconsistency of available EV charging points across Gateshead and the country, particularly in rural areas. A comment was made that unless this infrastructure is improved the appeal of electric vehicles will not increase. Officers advised that as part of the Transport Northeast Active Travel Strategy the availability of EV charging points is being considered. The Committee were also advised that the Council's fleet of vehicles, including waste and recycling wagons were being changed to electric on a transitional basis as this is most cost effective. The Committee requested a further update on the Council's vehicle transition arrangements for the 2023/24 work programme.

A discussion took place on the impact of eating meat; it was argued that increasing the availability of plant-based meals across the Council's schools would be beneficial to the environment. It was agreed that this feedback would be passed over to the Families OSC for consideration on its work programme.

The Committee asked whether the ward action plans would be published and shared across wards. Officers advised that they would be shared to ensure that best-practise is shared.

RESOLVED:

(i)   The Committee noted the 6-month report and the appendices.
(ii)   The Committee recommended the performance report to Cabinet for consideration in January 2023.

CPL47   COMMUNITY SAFETY PROGRESS UPDATE

The Committee received a report providing an overview of the key activities that had been coordinated and delivered by the Gateshead Community Safety Board between April – September 2022 to address priorities outlined in the Partnership Plan.

Attention was drawn to the strategic themes that had been agreed by the Community Safety Board for delivery across 2020-23, these are:

- Violence, Exploitation and Abuse

- Thriving Neighbourhoods and Communities
- Community Cohesion and Resilience

An overview of crime performance was presented; the Committee noted that all crime had seen an overall increase of 7% during the reporting period. Additionally, it explained that partnership work across the system is ongoing and that working relationships are strong; this involved participation from partners such as the Violence Reduction Unit and Northumbria Police.

The Committee questioned how community safety projects and schemes are funded; it was noted that funding streams for this area of work are complex which is why partnership working across the system is so important. The Committee were advised that there is a reliance on external funding and grants from organisations such as the PCC and Home Office.

A question was asked regarding off-road motorcycles; the Committee agreed that they continue to be a dangerous nuisance to neighbourhoods across Gateshead. It was explained that ASB related to off-road motorcycles is a difficult issue to tackle, not only in Gateshead but across the country. The Committee were advised that Northumbria Police are heavily reliant on instances being reported with descriptions of vehicles and drivers being given.

The Committee were advised that the under-reporting of crime is an issue across Gateshead. It was noted that where 'hot-spots' are identified via reports from the public, services can target interventions and diversionary work to those areas, this includes youth outreach services.

Appended to the report was the Gateshead Community Safety Board Partnership Plan 2020-23 for information.

RESOLVED:
(i)   The Committee agreed to receive a further update in six months.
(ii)   The Committee noted the contents of the report.

CPL48   PROTECTION OF GREEN ASSETS

The Committee received a report providing an update on the current voluntary and other initiatives and arrangements to help protect green assets across the borough. The Committee also received an update on future plans and challenges in protecting Gateshead's green spaces and assets.

From the report the Committee were advised that Gateshead covers 55 square miles and is the largest of the five Tyne and Wear authorities with two-thirds of the borough being rural. Attention was drawn to the appendices of the report which detailed the several schemes and plans across Gateshead.

A discussion took place on the reliance of volunteers to maintain green spaces in Gateshead; it was noted that the Council relies heavily on volunteers and community groups and will provide support to such groups as much as possible. It was highlighted that prior to the Covid-19 pandemic the Street Scene service had

supported around 35 environmental voluntary groups with approximately 400 active members.

It was explained that any Councillor or member of the public can access information on volunteering via the Council's website. The Committee were also advised that an update report on the management of allotments would be scheduled in the 2023/24 work programme.

RESOLVED:
    (i)   The Committee noted the report.

CPL49   SECTION 106

The Committee received a report providing information about the Community Infrastructure Levy and Section 106 Agreements and how they are used in the planning process.

From the report, the Committee were advised that the Levelling Up and Regeneration Bill includes the suggestion of a new Infrastructure Levy to replace Community Infrastructure Levy; Section 106 will be retained.

RESOLVED:
    (i)   The Committee noted the report.

CPL50   WORK PROGRAMME

The Committee received the annual work programme report for 2022/23.

RESOLVED:
    (i)   The Committee noted the information in the report and endorsed the provisional work programme.
    (ii)   The Committee noted that further reports would be brough to the meeting to identify any additional issues which the Committee may be asked to consider.

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Gateshead Council

TITLE OF REPORT: Anti-social Behaviour Review

Purpose of the Report

1. To seek the views of the Housing, Environment and Healthier Communities OSC on the progress of the Anti-social Behaviour (ASB) Review.

Background

2. A major review of ASB services in Gateshead is underway, commissioned by the Community Safety Board (CSB).

3. The impact of ASB is consistently evidenced in public consultation exercises, with action to tackle ASB being one of the top priorities for Gateshead residents.

4. Tackling ASB is a complex issue with expertise, responsibilities and powers shared between different agencies that take different approaches, use different definitions, thresholds, and with a variety of resources and priorities.

5. The CSB has tasked the review with ensuring that the ASB system;

   - Helps to achieve the Councils Thrive ambition;
   - Minimises harm from ASB, by taking action that solves the root cause of behaviour as quickly as possible.
   - Provides a consistently excellent approach to and level of service to all residents, irrespective of tenure, location or who is providing the service
   - Removes duplication and 'silo' working.
   - Improves efficiency and better use of resources.
   - Ensures effective and relevant information sharing.
   - Employs the best approach to resolving complex cases.
   - Ensures those suffering know what help is available and how to access it.
   - Is sustainable, avoids staff burnout and improves job satisfaction.
   - Is able to continue to improve.

6. **Progress**

6.1 The Goals of the ASB Review;

   - Goal 1 - To better understand together how we tackle ASB in Gateshead;

6.2   The first stage of the Review referred to as 'Check', included an examination of the current system from the user of the services point of view, and included expertise from the breadth of services connected with tackling ASB, and those involved in supporting victims and those connected with ASB. It included; understanding how the work happens, what matters to those we are trying to help, what is the demand on us and from whom, how capable is our system in responding to it, how does work flow through our system, what are the things that we do that help us to achieve our purpose, what are the things that are wasting time, and what is causing us to behave this way.

6.3   <u>Findings</u>

6.4   Check confirmed that the ASB system is not making the most of opportunities to prevent harm, change behaviour or reduce demand on services. Performance is being driven by a number of assumptions that are having a negative impact on the way the work is carried out, and on the outcomes being achieved;

a.   Within some parts of the system, 55% of the work does not contribute to the purpose of resolving the ASB and repeat victims/people connected with the ASB account for 50% of demand on services.

b.   Victims rate us at 4.9 out of 10/people connected with ASB reported they didn't have a voice

c.   Victims don't want us to just deal with the issue at hand, but to deal with the 'knock on effects', or things they think we should foresee.

d.   ASB was a symptom of an underlying issue such as, mental health (100% of cases reviewed), and substance misuse.

e.   75% of people connected with ASB didn't feel that they were treated fairly and they and their lifestyle was judged.

f.   92% were unemployed – in receipt of sickness benefit relating to mental health

g.   Both victims and people connected with ASB said; more speed, less formality, help us repair our relationships.

h.   Engagement with support dwindles with every hand off – some parts of the system include 7 hand offs.

i.   Staff don't feel equipped or well trained or able to access information and that the role lacks recognition by managers, with insufficient feedback, stress, and poor staff retention.

j.   The time it takes to resolve ASB varies widely across the system, with some parts of the system taking around 130 days on average to resolve an ASB case.

6.5   More information relating to the nature and scale of ASB demand in Gateshead, for the period 01 April 2019 to 31 March 2022 is included at Appendix 1.

- <u>Goal 2 - To agree a shared purpose between services involved in tackling ASB, supporting victims and in helping perpetrators to change their behaviour;</u>

6.6   The Check group, having examined closed cases and the accounts of victims and others contacted during the review proposed the following working purpose; '*Resolve anti-social behaviour and strengthen communities'*.

6.7 Using the purpose, the group was able to reflect on the way the current system responds to ASB, to identify the 'value work' (the things that resolve the ASB, or help people to cope or live alongside each other, or be less likely to be involved in ASB again) and to identify the activites that we do that don't help; the 'waste activities'. The group designed new 'principles of work' and a redesign on paper of a better way of working.

- <u>Goal 3 - To set up and test new ways of working that achieve that purpose and make best use of resources;</u>

6.8 In May 2022 service managers agreed that a sample of new real cases would be investigated using the redesigned method, to determine whether better outcomes can be achieved, by only doing the work that is of value. This redesign or 'test' phase commenced on 26 September 2022, with an expected duration of between 4 and 6 months. The test team would pick sufficient number and type of ASB demands that allow them to test the redesigned way of working. i.e. from different locations and from housing types, tenures and of different types such as community and housing related ASB, neighbour noise and waste management issues, taking demand slowly enough to learn what works, properly equipped and supported in the work, and with access to systems they need. The teams aim is to evaluate the impact of the redesigned method, confirm what 'roles' are necessary to carry out the work, and how the method can be applied at scale. The expertise assembled in the test team includes;

a. Knowledge and experience of using the **Council's Tenancy Agreement.**
b. Experience of using **Council tools and powers** and of tackling ASB associated with the private rented sector.
c. **Dedicated mental health expertise.**
d. Experience of using **Police** tools and powers.
e. **Analytical Support**, to track progress against purpose, create and use new measures, and evaluate impact.
f. Knowledge of **support services and third sector** to identify and pull in support for individuals affected.

6.9 **Test Phase Progress**

6.10 The team have investigated 40 reports of community and housing related ASB, caused by adults to date, pulling these from incoming reports to Housing Offices, to Police, to Private Sector Housing and to the Environmental Enforcement Team. 32 have already been resolved, with an average end to end time of around 20 days.

6.11 The flow of approximately two thirds of the cases through the value steps is fast, with the removal of unecessary work and elimination of waiting times for the sharing of information allowing quick decisions and timely action. Cases that are less serious or complex are being resolved quickly to the satisfaction of the person making the report.

6.12 This is allowing the identification of, and time available to spend on the more **complex cases** with the following emerging learning;

a. The presenting issue is rarely the only problem to solve, effort to uncover and resolve the root cause is making the ASB less likely to reoccur or the report to be made again.

b. The assembled expertise is generally what is required, and the method has been applicable so far to every ASB type.

c. The redesigned method identifies additional victims, or unmet need, that would without action have resulted in people feeling unsafe, giving up their tenancies, moving house or suffering ongoing harm.

d. The method identifies additional people of concern, the full extent of their behaviour and connections between individuals that is preventing them changing, from accepting help and engaging successfully with services available, and triggers proactive action in respect of these. This should result in less harm and in due course less incoming reports of ASB to all services.

e. Providing support to individuals and enforcement action in respect of their behaviour is working well together, at the same time.

6.13 Staff members using the method report feeling supported and are benefitting from solving problems together.

6.14 In certain cases the success of the method is limited by external factors. Service managers support is being sought to respond to these.

7. **Timescales and Next Steps**

- Goal 4 - From the learning, make informed decisions about permanently changing the way work is designed and managed

7.1 When each type of ASB demand has been tested, it will then be necessary to work out how to make the redesigned method everyday business, build capacity to implement the method, allow for continued learning and further improvement, and hardwire in the measures that will ensure the work continues to achieve the purpose.

7.2 A proposal about how this could be undertaken will be brought to the Community Safety Board in Spring 2023.
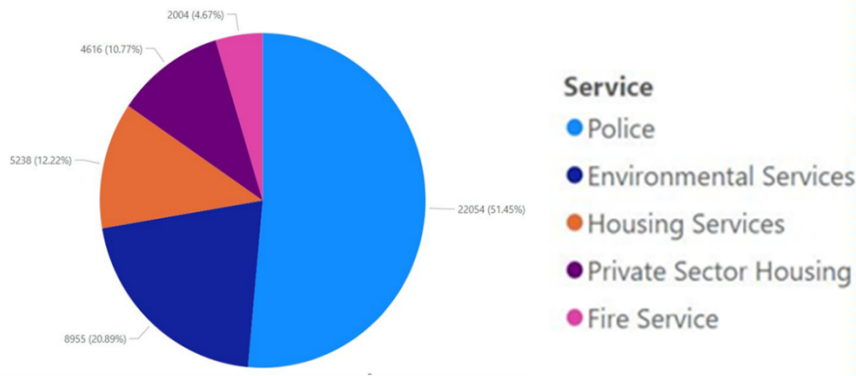
7.3 **Further Work**

7.4 The Review has focused to date on the ASB that results in the greatest number of reports and demand on services. This has centred around behaviour by adults that cause harassment, alarm or distress such as noise, threatening behaviour, neighbour disputes and poor waste management. Further work is required to investigate the extent, underlying causes, services and solutions to youth related and wider types of environmental anti-social behaviour. This will follow.

8. **Recommendations**

8.1 The Housing, Environment and Healthier Communities OSC is asked to:
(i) Note the content of the report, and share any views relating to the progress of the review at the OSC meeting on 30 January 2023.
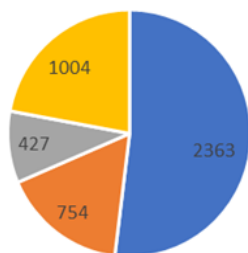
Appendix 1 - Gateshead ASB Data for the period 04 April 2019 – 31 March 2022
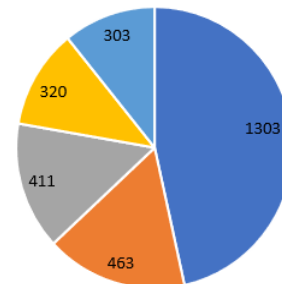
Reports of ASB by Receiving Service

Service
- Police — 22054 (51.45%)
- Environmental Services — 8955 (20.89%)
- Housing Services — 5238 (12.22%)
- Private Sector Housing — 4616 (10.77%)
- Fire Service — 2004 (4.67%)

ASB Types and Frequency

Most Common Types of ASB - Private Sector Housing

- Noise General — 2363
- Other people-related ASB — 754
- Refuse-linked — 427
- Other nuisance — 1004

Most Common Types of ASB - Housing Services

- Noise - General — 1303
- Domestic Abuse - Physical — 463
- Noise - Loud Music — 411
- Animal Nuisance — 320
- Harassment — 303

Most Common Types of ASB - Police
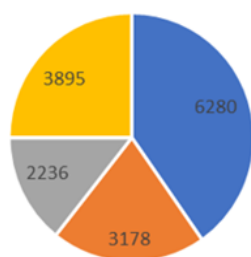
- Rowdy/inconsiderate behaviour — 6280
- Neighbour disputes/noise — 3178
- Motorbikes — 2236
- Youth-related — 3895

Most Common Types of ASB - Fire
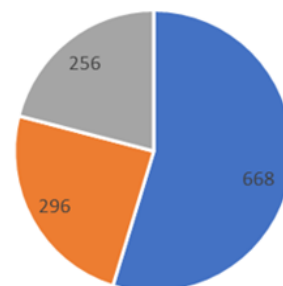
- Loose refuse (incl in garden) — 668
- Wheelie Bin — 296
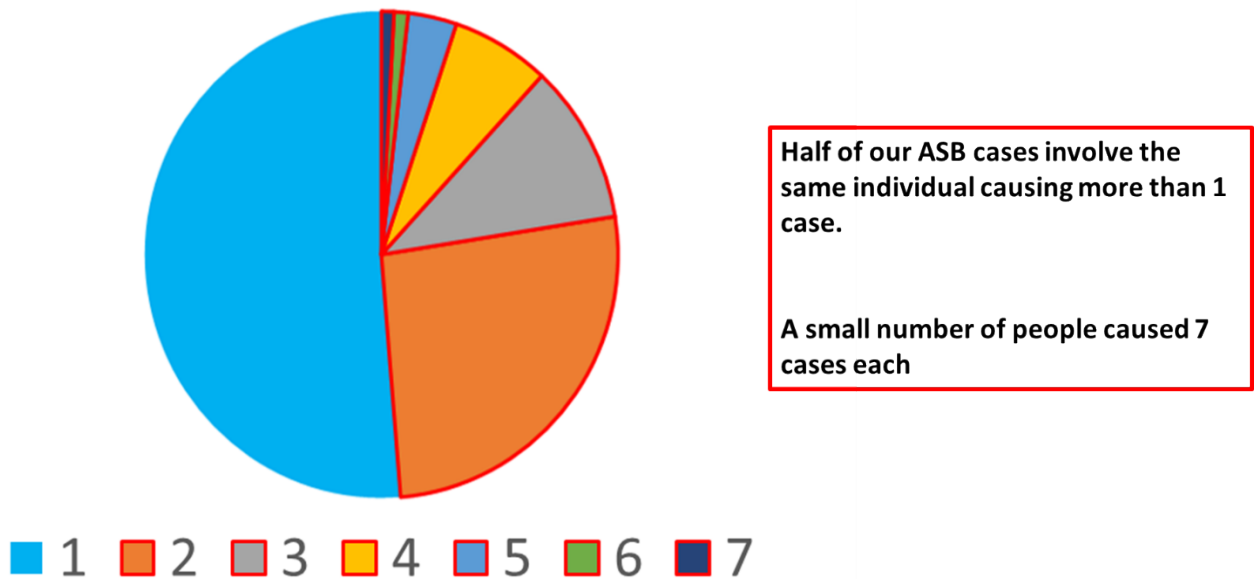- Grassland, pasture, grazing etc — 256

Most Common Types of ASB - Street Scene
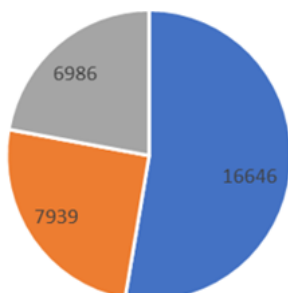
- Other household — 16646
- Black bags - household — 7939
- Other — 6986

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ASB Recurrence

The following analysis shows that we receive multiple complaints about the same person of concern/the same ASB. Repeated demand (i.e. people reporting things to us that we already know about but for some reason haven't managed to resolve, or people causing new ASB after cases about them have previously been investigated, resolved and closed) accounts for between 40% and 50% of demand into housing related reporting routes.

% of the total number of ASB cases involving the same concern in more than one case.


Half of our ASB cases involve the same individual causing more than 1 case.

A small number of people caused 7 cases each

1 ▪ 2 ▪ 3 ▪ 4 ▪ 5 ▪ 6 ▪ 7

ASB – Time taken to resolve

The following analysis sets out the 'end time' of receipt of an ASB report to resolution, this varies across the current system, and increased during COVID lockdown.

2019-20

Upper Control Limit: **164**
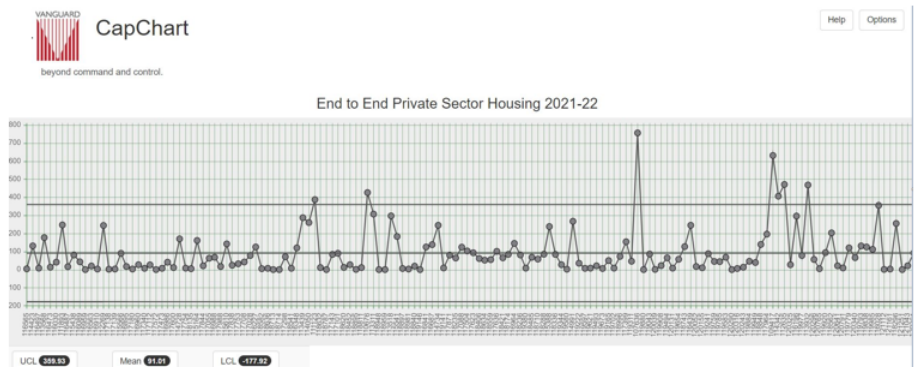Mean: **48**
Lower Control Limit: **-67**
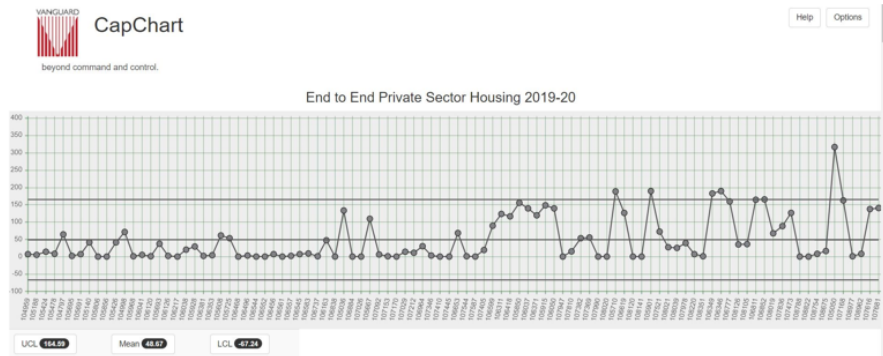
Upper Control Limit: **531**
Mean: **126**
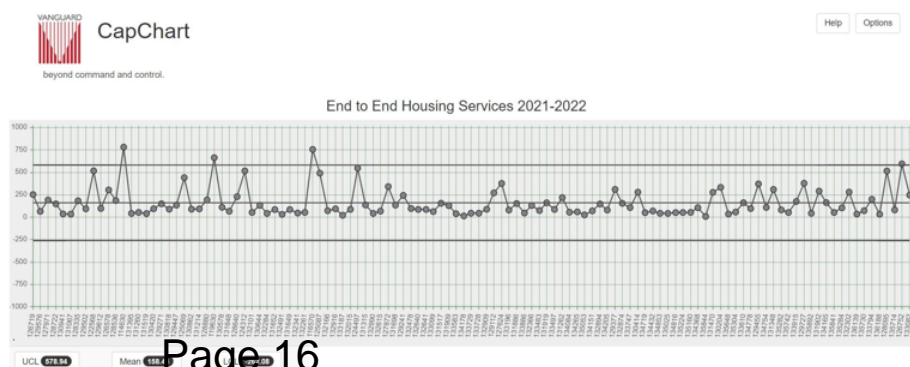Lower Control Limit: **-277**

2021-22

Upper Control Limit: **359**
Mean: **91**
Lower Control Limit: **-177**

Upper Control Limit: **578**
Mean: **158**
Lower Control Limit: **-262**

Gateshead Council

TITLE OF REPORT: Private Landlord Registration Scheme – Update

Purpose of the Report

1. To update members on the progress of Selective Landlord Licensing (SLL) and the potential proposals from the Government to introduce compulsory landlord registration.

Background

2. Gateshead has for many years been at the forefront of tackling poor standards in the private rented sector. In September 2007 the Council introduced one of the first Selective Landlord Licensing schemes in the country. This followed extensive political campaigning to introduce SLL as a tool to tackle problems associated with concentrations of privately rented homes. The successful implementation of licensing schemes in Gateshead has been proven to improve landlord management and to reduce or stabilise problems such as anti-social behaviour (ASB) and crime, and to have a beneficial impact on other indicators of low housing demand. This has included a reduction in the requirement for tenants to have cause for complaint about their homes, reduction in turnover of residents, and a reduction in the number of empty properties.

3. Since the first scheme, a further seven schemes have been introduced, each lasting five years: Chopwell River Streets in 2010, Central Bensham Phase 1 in 2012, Swalwell in 2013, Central Bensham Redesignated Area in 2018, Avenues Phase 1 in 2018, Avenues Phase 2 in 2019 and Avenues Phase 3 in 2020. There are four current schemes in place, covering approximately 1,500 homes.

4. In-line with the Council's Thrive agenda, the proactive engagement with residents within SLL areas has brought to light other issues including social, economic, health and wellbeing concerns which without SLL, would not have been identified. The financial contribution that schemes make from landlord licence fees has allowed intensive work with residents within these areas, with improved outcomes for them and improved confidence in their neighbourhood.

5. Recent schemes have included a dedicated proactive partnership approach with Northumbria Police via 'Operation Vienna'. Co-location working arrangements within the Civic Centre with information sharing and a joint approach to tackling ASB and crime in licensing areas has led to the uncovering of organised crime gang activity, tenant exploitation, sex work and drug related issues. Tackling these issues to improve community safety contributes to the Council's Health and Wellbeing Strategy. This approach by Gateshead Council and Northumbria Police within SLL schemes has recently been commended by a recent independent government review paper.

6. The schemes are designed and implemented by the Council's Private Sector Housing team. The team works across the borough and fulfils the part of the Council's role of 'the Local Housing Authority', of being responsible for detecting, inspecting, and taking action in respect of poor housing standards and a range of other housing related offences.

7. The private rented sector in Gateshead has grown from 6% of the borough's homes in 2010 to 25% of the boroughs housing stock in 2021. Whilst there are many well managed privately rented homes in the borough, the team continues to identify across the borough dangerous housing and the poor practices by landlords that cause people to be concerned about private renting. These issues include landlords simply not being aware of their obligations and failing to invest in property condition, through to the deliberate exploitation of those that have no other housing choice. Proactive work outside of SLL scheme areas is not often possible due to a lack of resources. The team have detected that some landlords whose portfolio extends inside and outside of scheme areas, manage their properties outside of scheme areas to a lower standard than those inside, demonstrating the positive impact SLL has on landlord conduct.

Progress and new developments

8. At the meeting on 11 October 2022, the Council's Cabinet approved the following:
    i.   A proposal for an evidence led assessment of potential areas of the borough that would benefit from Selective Landlord Licensing. A consultant has since been appointed to progress this, and we are taking steps to gain up to date information on stock condition to support this work.
    ii. The proposal to consider at a future Cabinet meeting, details of the proposed areas and to receive and consider at that time a proposed programme of SLL scheme implementation, subject to statutory public consultation.
    iii. The tasks and milestones agreed by Cabinet are attached at Appendix A.

9. The impact of Selective Licensing in London has been the subject of research funded by the National Institute for Health Research (NIHR) School for Public Health Research (SPHR) and published in the British Medical Journal https://bit.ly/Impactofselectivelicensingschemes

10. The research found promising evidence of reductions in adverse mental health issues in the licensing areas, including a lower proportion of the local population reporting depression, antidepressant use and a significant reduction in Antisocial Behaviour. The report concluded that a national evaluation of Selective Licensing is feasible and necessary.

11. In Gateshead, there are currently four live Selective Landlord Licensing Schemes. The re-designation of Central Bensham commenced on 30/4/2018, followed by the Avenues, which was introduced over 3 phases commencing on the following dates 30/10/2018, 30/10/2019 and 30/04/2020. Since these schemes started there have been 1,161 property inspections carried out. 984 properties have been improved by the removal of

Category 1 and 2 hazards, with only 66 properties being found to be free from hazards to the health or safety of the tenant, and in need of no remedial works. Intelligence is used to prioritise inspections; 178 inspections were unannounced and carried out at properties where the property owners had failed to apply for licenses. The team have received 461 complaints in relation to antisocial behaviour and noise within the licensing areas, and there are currently 21 open complaints. In 2022, the team have facilitated 19 bespoke training courses via Microsoft Teams with 434 attendees. Landlords have received training in a range of topics that help them to develop and improve their management practices and to ensure the homes they provide are safe. The team has issued 64 financial penalties to landlords for failing to comply with their obligations, and served 24 Improvement Notices in respect of unsafe housing. ASB enforcement action has been taken in respect of 14 tenants who have caused ASB to neighbours.

12. Outside of Selective Landlord Licensing, the Government has been considering a package of additional measures to drive up standards and confidence of tenants in the private rented sector. In June 2022 these were published in the white paper 'A Fairer Private Rented Sector'. These include;

    a. Extending the Decent Homes Standard to include the private rented sector;
    b. The abolition of 'no-fault' evictions and the ability of Councils to issue financial penalties to landlords for offences relating to a new tenancy system;
    c. Expansion of Rent Repayment Orders to cover landlords failure to provide non-decent homes;
    d. Provision of an Ombudsman covering all landlords (not just letting agents) to allow tenants to raise issues previously excluded such as landlord conduct, lack of repairs and housing conditions, with a new power for Councils to take action against landlords that fail to join;
    e. Creation of a Landlord Portal for tenants and Councils to use to view landlord information such as rented addresses, Decent Homes compliance and with a new responsibility on Councils to take enforcement action against landlords that fail to register their information;
    f. Mandatory entry of all eligible housing offences on the Rogue Landlord Database to enable Councils to learn about landlords track record in other localities; and
    g. Minimum fines for serious offences to reduce the arbitrary reductions of fines by the First-tier Tribunal.'

13. The Landlord Portal could enable us to have far greater knowledge about the ownership of the estimated 22,000 private rented properties in Gateshead outside of our Selective Licensing Areas, and should it be designed in such a way that registration on such a portal is linked with an 'ability to let', it could help tenants to make informed choices about their rented home. A simple registration scheme that only requires landlords to register (and which omits any information about standards, compliance, track record, enforcement action, or safety certification in place), does not give us any greater powers, or resources to deal with rogue landlords.

14. A number of consultation events relating to the above were held in 2022 by DLUHC, but changes to the Government have delayed the publication of their proposals. At the time of writing, an update is anticipated and members of the committee will be briefed on any update at the meeting.

Next Steps

15. Staff in the Private Sector Housing team will take forward the tasks and milestones agreed by Cabinet, and will bring a further report to OSC on progress later in the year.

Recommendations:

16. The Housing, Environment and Healthier Communities OSC is asked to note the progress to date and arrangements for future progress updates.

Contact: Peter Wright, extension 3910

APPENDIX 1

Selective Landlord Licensing future scheme development Tasks and milestones	Target date
Stage One Permission	
Strategic Housing Board approval sought to Develop Future Programme of SLL	01/09/22
Cabinet approval sought - to Develop Future Programme of SLL	13/09/22
Council approval sought - to Develop Future Programme of SLL	15/09/22
Procurement of external support	
Procurement process commences (dependent upon Cabinet/Council outcomes)	19/09/22
Induction of external support	11/11/22
Tenure Intelligence, Data Gathering, area identification and assessment	
Internal data gathering	03/02/23
Data Analysis	17/02/23
Data analysis report	31/03/23
Stage Two Permission	
Member consultation on data analysis outcome and draft Cabinet/Council requesting permission to carry out statutory consultation	29/04/23
Strategic Housing Board approval sought to Programme and statutory consultation	01/05/23
Cabinet Approval sought - Programme and approval to carry out statutory consultation	23/05/23
Cabinet Approval sought - Programme and approval to carry out statutory consultation	13/06/23
Statutory Consultation period (12 weeks)	08/09/23
Analyse feedback/Reassess/Prepare and publish post consultation report	03/11/23
Stage Three Permission	
Consultation with Portfolio/Ward Members affected	01/12/23
Strategic Housing Board approval sought to making of SLL Designations	05/01/24
Cabinet approval sought - making of SLL Designations	23/01/24
Council approval sought - making of SLL Designations	06/02/24
Scheme Implementation	
3 months lead in time	03/05/24
Scheme 1 Start	06/05/24
Scheme 2 Start	06/01/25
Scheme 3 Start	06/10/25

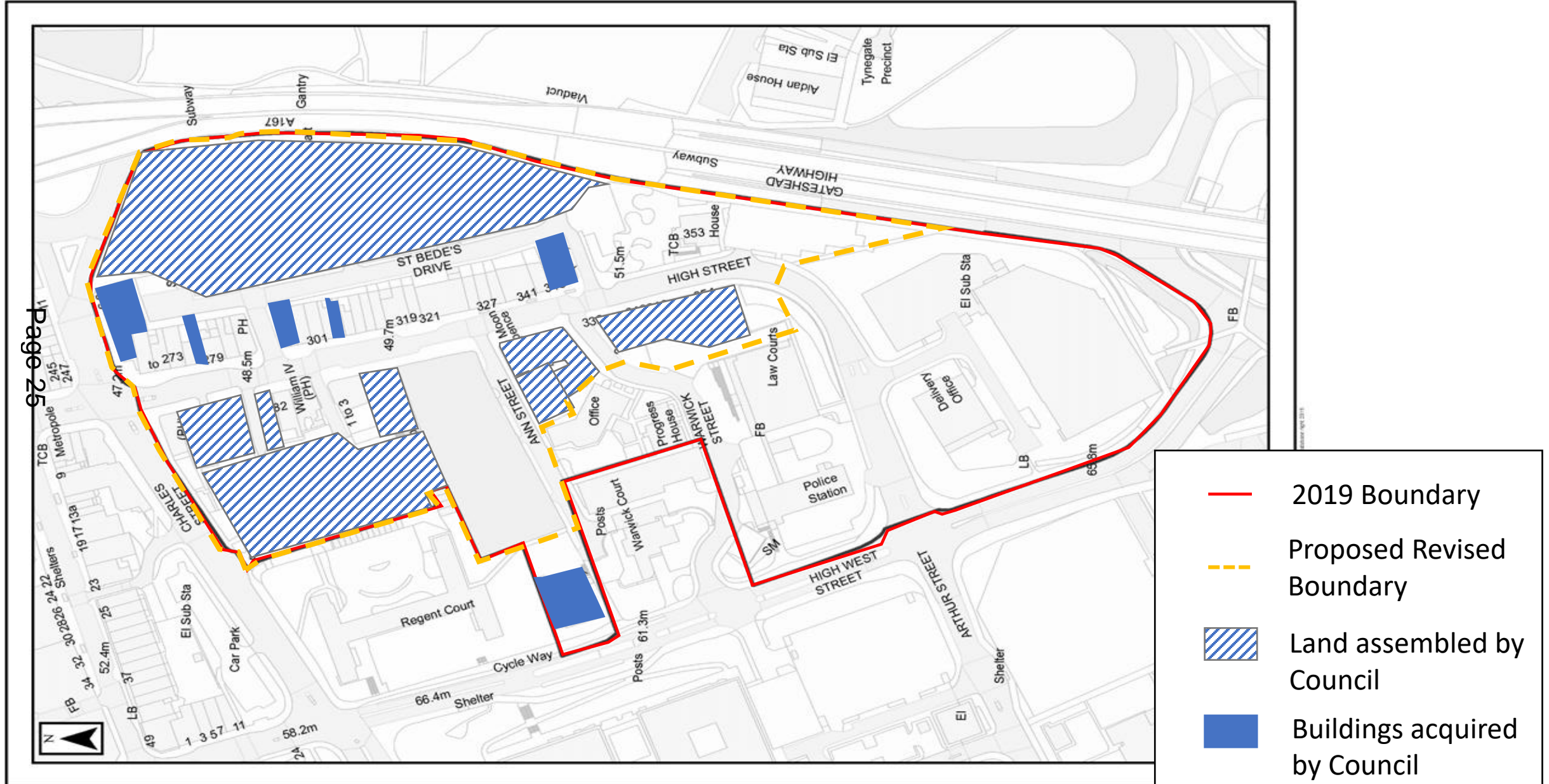This page is intentionally left blank
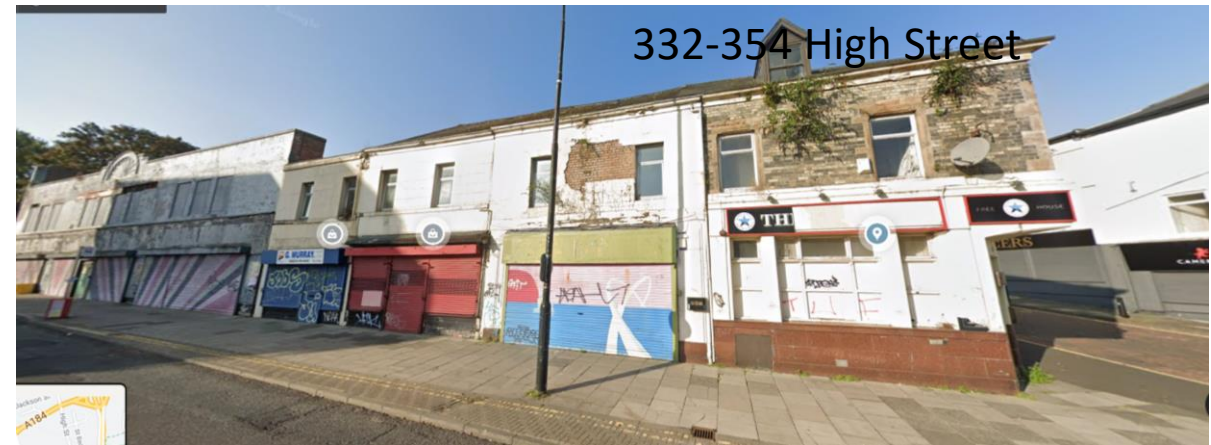
High Street South

January 2023

Progress to Date

- **November 2019** – Cabinet agreed to assembly of High Street South using Capital Programme. Owners and tenants informed and invited to engagement event.
- **November 2019 to March 2020** – Open door to those willing to sell properties to the Council and negotiations proceed. Some limited properties acquired.
- **March 2020** - Council pauses negotiations to understand implications of Covid on budgets.
- **February 2021** – Cabinet agrees to High Street South being a 'delayed project' – same goals and aspirations but with reduced budget and longer timescales to enable funding to be funnelled to COVID priorities.
- **February 2022** – Cabinet agrees increased capital programme for acquisition and demolition of more focused High Street South red line.
- **Summer 2022** - Appointment of new Programme Manager and new Housing Workstream lead.
- **Summer/Autumn 2022** – Consultation on refreshed Exemplar Neighbourhood SPD, and review of acquisition strategy, project boundary and business plan.
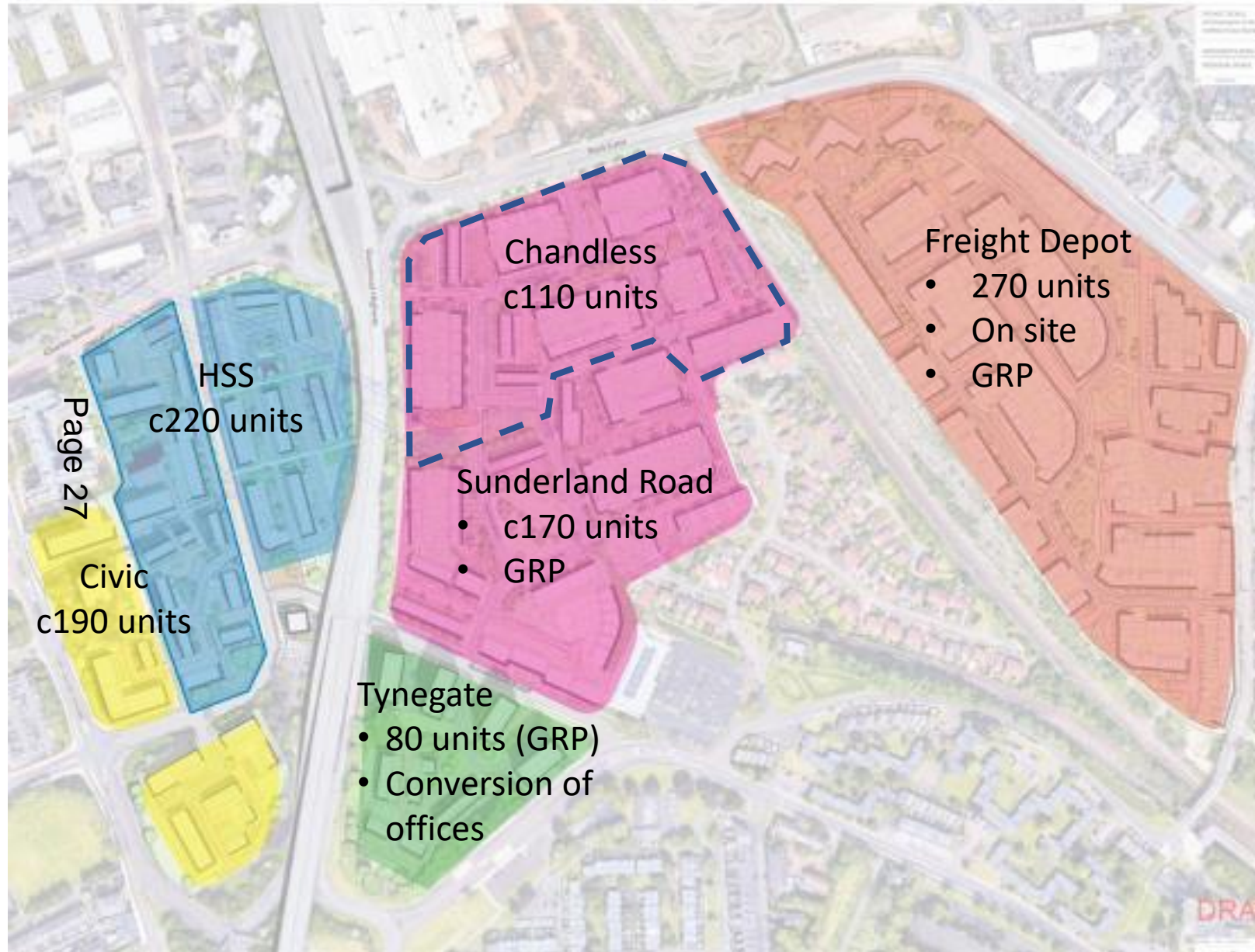
Project Boundary

Legend:
- 2019 Boundary
- Proposed Revised Boundary
- Land assembled by Council
- Buildings acquired by Council

Demolition

318-330 High Street

332-354 High Street

Exemplar Neighbourhood – context and progress

HSS
c220 units

Civic
c190 units

Chandless
c110 units

Sunderland Road
- c170 units
- GRP

Tynegate
- 80 units (GRP)
- Conversion of offices

Freight Depot
- 270 units
- On site
- GRP

- Supplementary Planning Document being refreshed – adoption 2023

- Freight Depot – Started on site late 2022, with 270 homes being developed as part of our housing JV (Gateshead Regeneration Partnership)

- Chandless – cleared site for c300 homes. Procurement/disposal to be agreed.

- High St South – aspiration for inter-generational village comprising new high-density units.

Warwick Court

- Currently decanting tenants, as agreed at Cabinet in Feb 2022

- Options appraisal underway to determine future use of building/site, as per Cabinet report

- Options to be presented in Autumn 2023

Activity in Next 12 Months

- Continued acquisition by negotiation
- Demolition where appropriate
- Cabinet approvals
- Further communication to tenants and owners following SPD adoption
- Determine strategy for development of HSS and wider sites in ExNe, including engagement with potential developers
- Investigate potential to secure and maximise external funding.

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Homelessness and Rough Sleeping Strategy 2022/27

Vicky Sibson – Strategic Housing Services Manager

Deborah Ewart – Head of Housing Support

Vision and Aims

Vision:

'To prevent and end homelessness in all forms in Gateshead'

Aim 1 - Make homelessness a rare occurrence

Aim 2 – Where homelessness occurs there will be positive outcomes for people

Aim 3 – No-one sleeping rough or in unsuitable accommodation

Aim 4 – Homelessness is a one off occurrence

'Make homelessness a rare occurrence'

Aim 1 22/23 Actions Update

- Homelessness Forum established

- Homelessness Charter – launched in March 2022

- Promoted the 'Duty to Refer' to enable early prevention

- Domestic Abuse – Outreach Workers and Sanctuary Scheme

- Private Sector Homelessness Prevention Worker

- Young People – Joint Protocols drafted and YP Homelessness Prevention Worker

- Deep dive into the reasons for people needing TA and B&B's

- Offender pathway development - in partnership with Probation and 'Accommodation for Ex Offenders Programme'

Where homelessness occurs there will be positive outcomes for people

Aim 2 Update

- Building on Pathways established - ensuring person-centred approach & providing tailored support
- Recommissioning Homelessness Accommodation:
  - ➢ Created 3 workstreams – Domestic Abuse, Young People and Multiple and Complex Needs
  - ➢ Deep dive analysis of need and demand completed for all three
  - ➢ Cabinet approval of domestic abuse commissioning and procurement plan in October 23
  - ➢ Young People and Multiple and Complex Needs commissioning and procurement plans drafted
  - ➢ Service Specifications now drafted for all 3 workstreams
- Successful bid for Rough Sleeper Initiative Funding
- Successful bid for Supported Housing Improvement Programme
- Allocation of Domestic Abuse Safe Accommodation Funding to extend current offer to victims of domestic abuse
- Allocations Policy and Tenancy Strategy Review
- Pre-Eviction protocols drafted

No one sleeping rough or in unsuitable accommodation

Aim 3 Update

- Changing Futures Programme - Delivery Underway

- Part of Regional Steering Group – best practice/sharing intelligence/regional trends and issues

- Rough Sleeper Action Group – building on services developed in response to Everyone In policy

- Group established to ensure support for those in insecure accommodation i.e. sofa surfing

- Wrap around support established for entrenched rough sleepers

- Working in partnership with Health – Covid testing/vaccination/health clinic

- Severe Weather Emergency Protocol actioned and promoted/winter pressures funding

- Completed regular Rough Sleeping Count's

- Deep dive analysis of Temporary Accommodation & B&B undertaken

- Council wide protocol drafted for those with no recourse to public funds

- Development of partnership responses for Asylum Seekers and Refugees

Homelessness is a one off occurrence

Aim 4 Update

- Data analysis of repeat homelessness cases carried out

- Successful 'Accommodation for Ex Offenders' Bid and Offenders Housing Support Pathway

- Domestic Abuse Co-ordinator Post, Established Partnership Board and Working Group.

- Delivered in partnership 'Future You' Community Renewal Fund - Employability Programme

- ASB Review, People at the Heart and Changing Futures

Next 12 months - Priorities

- Further develop the Homelessness Forum and Charter

- Commission supported accommodation – Domestic Abuse, Multiple/Complex Needs and Young People

- Undertake Temporary Accommodation Review

- Undertake Floating Support Review

- Design and Implement a Homelessness 'Gateway' to accommodation and support

- Implement the new Supported Accommodation Improvement Team

- Bid for funding from Supported Housing Accommodation Programme

- Progress joint working protocols – YP/Health/Probation and a Regional Reconnections Protocol

- Changing Futures, ASB Review, Mental Health Transformation and People at the Heart

Contacts

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Gateshead Council

Homelessness & Rough Sleeping

Strategy 2022-2027

www.gateshead.gov.uk/housing

Contents

Foreword

Everyone should have a safe place to call home. This home needs to be affordable and a settled base from which people can ultimately thrive. Despite this, a significant number of our residents are either made homeless, or live in the fear that they soon will be. This Homelessness and Rough Sleeping Strategy sets out a clear vision to prevent and end homelessness, in all forms, in Gateshead over the next five years.

We recognise that homelessness is complex, and a much wider issue than rough sleeping alone. Many people live in precarious or unsuitable homes, in temporary or emergency accommodation, or accommodated by family and friends. It is not something that can be resolved by housing solutions alone. In Gateshead the most prevalent causes of homelessness are domestic abuse and the ending of private sector tenancies, so these will be areas of significant focus in the work ahead alongside addressing youth homelessness. We also know homelessness has a substantial impact on the lives of those affected, often resulting in inequality, poverty, and poor health and wellbeing. For some, homelessness and rough sleeping can be a result of more long-established and complex issues including offending and substance misuse.

We will work together to prevent all forms of homelessness, minimise repeat and long-term occurrences, and ensure sustainable, personalised solutions that focus on individual need and aspiration. Everyone's experience of homelessness is different, and we will adopt a personalised approach where individuals determine their own solutions.

Reflecting on the past 12-18 months, we have seen our employees and our partners work incredibly hard to deliver the national 'everyone in' programme during COVID-19. This Homelessness and Rough Sleeping Strategy aims to build on that commitment and momentum to drive forward change, outlining our vision, four key strategic aims and the detail of how we will achieve those aims. The strategy has been developed collaboratively with partners and informed by feedback from those affected by homelessness. We believe everyone deserves a good quality of life, to be healthy and safe, and have somewhere they can call home.

Key to supporting the delivery of this strategy is a major review of homelessness provision (currently under way), a new digital Homelessness Charter and a new Homelessness Forum to embed a partnership approach in delivering this strategy. We are also working with our neighbouring authorities on our Changing Futures programme, which will see broader homelessness transformation for those with multiple complex needs.

We have a fantastic opportunity to rise to the challenge of ending homelessness. We look forward to delivering this work with our partners and seeing the positive impact this will have on our residents and communities.

Cllr John Adams
Cabinet Member for Housing,
Gateshead Council

Cllr Lynne Caffrey
Chair of Gateshead Health
and Wellbeing Board

Introduction

This strategy sets out Gateshead's vision for tackling homelessness and rough sleeping in the borough. The strategy covers the following:

- Our vision
- Values
- Principles
- Strategic aims

The Homelessness Act 2002 requires local housing authorities to take strategic responsibility for tackling and preventing homelessness and to formulate a homelessness strategy at least every five years. This homelessness and rough sleeping strategy has been developed using the findings of our recent homelessness review.

Developing a strategic approach to addressing homelessness and rough sleeping enables us to develop a wider partnership approach. Homelessness is not just about housing, as life events can cause homelessness and a significant number of people have underlying issues such as substance misuse and mental health problems. This means that, in addition to housing, some people need support services or access to specialist services.

The strategy includes actions that will need to be delivered on a systems-wide basis, involving the Council working closely with internal and external partners. This means working closely with Adult Social Care and Children's Services as well as other partners including health, housing providers and the voluntary and community sector.

The strategy covers the five-year period 2022-2027 and will be subject to a light-touch review annually, particularly in the event of significant policy or funding changes.

Strategic context

The Homelessness Reduction Act 2017 legally obliges local authorities to assess and provide more meaningful assistance to all people who are eligible and homeless, or threatened with homelessness, irrespective of their priority need status.

The focus of the Act is on prevention and places a duty on local authorities to intervene early and attempt to prevent homelessness. Where homelessness cannot be prevented, a new duty requires local authorities to relieve homelessness. This means that the local authority must help an individual find suitable accommodation with at least a six-month tenancy.

Gateshead's strategic approach is set out in 'Making Gateshead a place where everyone thrives'. The strategy acknowledges that over 50% of people and families in Gateshead are either managing or just coping and over 30% are in need or in vulnerable situations. The role of the Council will increasingly become that of a facilitator, partner and co-producer, working to ensure that prevention and early intervention strategies reduce the level of demand and dependency on critical services, and the need for intensive, high-cost specialist interventions. Within this strategy, the Council has pledged to put people and families at the heart of everything we do and to tackle inequality, so people have a fair chance.

Our Health and Wellbeing Strategy 'Good jobs, homes, health and friends' also aims to reduce inequalities and improve health and wellbeing for people living in our communities. A key aim of the strategy is to strengthen the role and impact of ill-health prevention. This includes a priority action to prevent homelessness and better understand its root causes and how we address them.

Gateshead is participating in the delivery of the Changing Futures programme over the next three years, aiming to improve outcomes for people experiencing multiple disadvantage, including homelessness. The learning from Changing Futures will inform the ongoing development and delivery of this strategy. The Council is also committed to reviewing its own Allocations Policy and lettings processes, and is looking to secure agreement with partner registered providers on a new Tenancy Strategy for Gateshead. These actions will further support this strategy.

A Gateshead Homelessness Charter has also been produced. The purpose of the charter is for health and other public sector bodies, charities, faith groups, businesses and other organisations to adopt the charter's values and pledges and to implement it through improved working practices.

The charter can be found at: www.gateshead.gov.uk/HomelessnessCharter

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Vision, values and principles

Our vision

To prevent and end homelessness, in all forms, in Gateshead.

Our values

We believe in:

- **Delivering on the rights and needs of those who are homeless or at risk of homelessness**
Homelessness can happen to anyone at any time, generally associated with a period of crisis or trauma, including or linked to poverty, abuse, mental health, relationship breakdown and loss of employment. Some people are more at risk of homelessness than others, for example those who are leaving care or released from prison.

  Everyone has a right to a good home including:

    - Living essentials – food, heating, water, furniture and white goods, clothes

    - To be safe – no violence, theft, abuse or discrimination

    - Equal treatment – respect, fair access to services

    - Good support – effective, the right fit, for the right amount of time

- **Listening to those with experience of homelessness**
We want to listen to people with experience of homelessness to help us shape our services. We also want homeless people involved in co-producing the services that they require, and this could also include their involvement in developing a commissioning strategy.

- **Enabling a personalised approach**
Everyone's experience of homelessness is different, and we want to adopt a personalised approach where individuals determine their own solutions. This will start with the assessment process and a personal plan, which will determine the most appropriate housing and support solutions for each individual. We will take an enabling approach in addressing any barriers faced by those who are homeless.

- **Providing high standards of communication, co-ordination and consistency in decisions**
We will work together with our partners to provide good communication, co-ordination and consistency across all services

- **Being fair and transparent**
We will treat people impartially and we will be clear, open and honest with people about their options, processes and decisions.

Our principles

- **Seeing potential, working with strengths**
  We want to adopt an approach that involves seeing the potential in individuals by valuing their skills and knowledge and building on their strengths. This approach does not ignore the challenges or the complexities of individuals' needs.

- **Listening, learning and responding through co-production**
  We want to enable homeless people and those at risk of homelessness to decide their own solutions and not have something forced on them. We want support workers to work in collaboration with people – helping people to do things for themselves. In this way, people can become co-producers of support, not passive consumers of support.

- **Working together, inclusively**
  We want to work together as a partnership to address homelessness. This will include partnership working between housing, health, social care, children's services, probation, the police and other agencies. The Homelessness Charter will enable other organisations to commit to its values and support the implementation of this strategy.

- **It's all about people**
  We want to adopt a person-centred approach where the person is placed at the centre of the service and treated as a person first. Support should focus on achieving the person's aspirations and be tailored to their needs and unique circumstances.

Fig 1. Person-centred approach:

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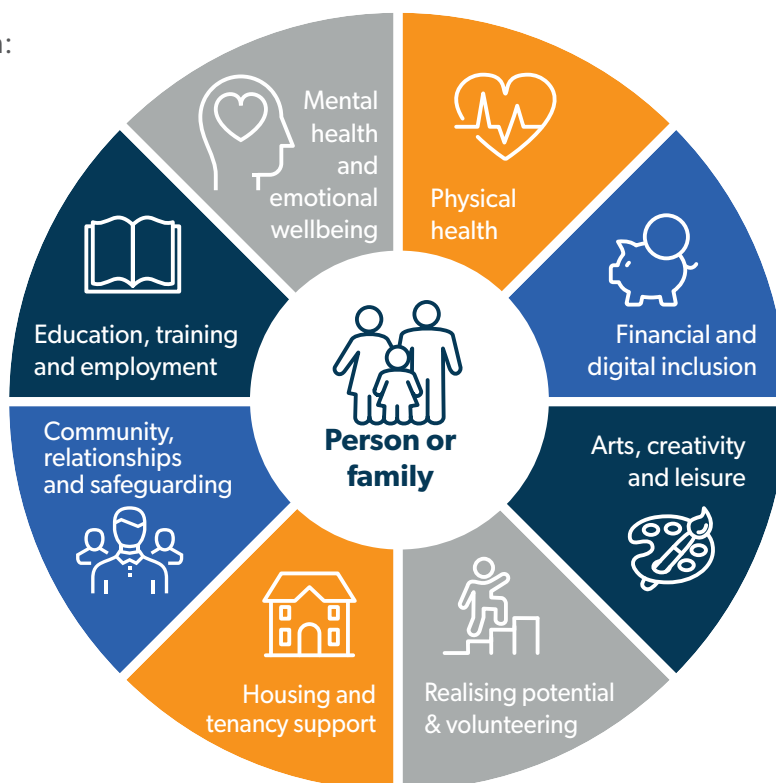
Strategic aims

Gateshead's strategic aims for the Homelessness and Rough Sleeping Strategy are as follows:

Aim 1: Make homelessness a rare occurrence

Aim 2: Where homelessness occurs, there will be positive outcomes for people

Aim 3: No-one sleeping rough or in unsuitable accommodation

Aim 4: Homelessness is a one-off occurrence

The key to achieving these aims is through partnership working. Gateshead is working towards a Connected Services Model to delivering housing and homelessness services. This innovative approach connects the Council and partner agencies, working collaboratively across housing, homelessness and linked support services to build positive outcomes for residents in Gateshead. The figures below provide a breakdown of the 2,077 households who were assessed as being owed a homelessness duty by Gateshead during 2019/20:

Threatened with homelessness - Prevention duty owed	1,609
Homeless - Relief duty owed	468

Aim 1: Make homelessness a rare occurrence

Prevention

This strategic aim is about early intervention to prevent homelessness and make this event a rare occurrence. To ensure that we can target our interventions, we need to understand the causes of homelessness in Gateshead. As part of the process of developing this strategy, we have collected and analysed data for the homelessness review.

The analysis of the data shows there are multiple causes of homelessness including domestic abuse, discharge from the armed forces, loss of employment, relationship breakdown, family disputes, mental health problems and substance misuse.

Domestic violence is a primary cause of homelessness, followed by friends or family no longer willing, or able, to accommodate. 475 households were owed a homelessness duty during 19/20 due to experiencing domestic abuse and 345 households due to family and friends no longer willing, or able, to accommodate. Ending private rented tenancies is another significant reason for homelessness, affecting 282 households.

We also need to understand the barriers and causes of homelessness from the person's perspective, including finding triggers to understand early intervention. Such indicators could include incidences of antisocial behaviour, overcrowded households and criminal activity. Gateshead could develop a number of indicators to enable early interventions. There is also scope to include the risk of homelessness as a central part of safeguarding, for instance the checklist of issues.

Some individuals will only require access to accommodation, while others will require support as well as accommodation. It is essential that those who require support receive appropriate services, including supported housing if required, to break the cycle of homelessness.

There were 1,283 households with one or more support needs owed a homelessness duty during 2019/20. Mental health issues were the most significant support need related to homelessness, with 676 households having a history of mental health problems.

Continued investment in floating support is required to enable tenancy sustainment and prevent homelessness. Floating support can be either provided at the point an individual moves into a tenancy to support their transition to independence, or to intervene where an existing tenancy is failing. As floating support is tenure neutral, it can be provided to people who are at risk of homelessness in all types of tenure.

There needs to be timely interventions at points of transition for those who are homeless, e.g. leaving care, release from prison, discharge from hospital, discharge from the armed forces. Protocols are an important mechanism for providing clarity about the responsibilities of different agencies. Although there are existing protocols in place in relation to the Duty to Refer, further awareness raising may be needed so that partners use the Duty to Refer.

There needs to be prevention and early intervention in relation to domestic abuse to prevent homelessness. The option of remaining at home with extra security needs to be considered, as well as adopting a broader approach to preventing domestic abuse, e.g. public education. Currently Gateshead funds security features, although the funding available is only short term. An electronic directory of services will enable the public and professionals to search for accommodation and support services. An electronic directory should include the full range of community services, as well as those provided or commissioned by the local authority, for example: www.thelivewelldirectory.com

Making the Council's front door as accessible as possible for those who are homeless or at risk of homelessness will be essential. This may include publicising the Housing Options Service and how to access it.

Many of the actions set out below are dependent on our partners. We will encourage our partners to sign up to the Homelessness Charter, which will help ensure that they make a commitment to the implementation of this strategy.

Actions

1. Providing flexible responsive services, including housing advice, at an early stage - the front door needs to be open to meet people's needs and to direct them quickly.

2. Develop a Homelessness Forum to drive forward the vision and aims of this strategy.

3. Mapping services to develop an electronic directory so that the public and professionals know what is available to enable early intervention.

4. Promote the Homelessness Charter to enable partners to become more engaged with the prevention of homelessness.

5. Work with partner registered providers and other landlords to prevent evictions and tenancy breakdowns, including those in supported housing.

6. Develop the private sector homelessness prevention model, including reviewing pathways, processes and outcomes.

7. Develop clearer pathways into accommodation and support which read across to the allocation process, with a holistic homelessness and allocations service.

8. Timely interventions, pathways and protocols for people in transition from prison, hospital, leaving care and the armed forces, to prevent homelessness.

9. Develop youth homelessness joint protocols for 16-17 year-olds and care leavers and ensure compliance with relevant accommodation-related guidance.

10. Increase the awareness of partners to use existing protocols in relation to Duty to Refer to ensure that these agencies are working together with the Council.

11. Develop protocols with health to assist with prioritising access to substance misuse and specialist mental health services for those who are homeless and in temporary accommodation/supported housing and for those who require wraparound support in mainstream housing.

12. Early intervention and prevention of homelessness in relation to domestic abuse – including providing mainstream funding to enable households to remain at home with extra security and outreach support.

13. Feed into the locality review to ensure that housing and support services are developed to best meet local needs in terms of homelessness prevention.

14. Work in partnership to ensure that assessments are not being duplicated and services are connected.

15. Develop a simple set of indicators to enable early intervention where there is a potential risk of homelessness.

16. Use data to understand why people have given up their tenancy, to build up a better overall picture of early intervention.

17. Proactive work to intervene early to prevent homelessness, including work with schools.

How will we measure success?

- No one is homeless when they leave a state institution, such as prison or the care system.

- Everyone who is immediately threatened with homelessness gets the help that prevents it from happening.

- Everyone known to be at greater risk of homelessness due to affordability or vulnerabilities is proactively targeted with advice and support to reduce the possibility that they become threatened with homelessness at an earlier opportunity than 56 days.

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Aim 2: Where homelessness occurs, there will be positive outcomes for people

Access to housing and support services

This strategic aim is about intervening quickly to provide appropriate accommodation and support for those who are homeless. To achieve positive outcomes, the right accommodation and support will need to be provided at the right time.

Gateshead currently has a combination of commissioned, non-commissioned and internally provided housing and support services. The homelessness review has identified that there is a lack of appropriate housing and support options for people with multiple complex needs and with challenging behaviours and lifestyles. There are also considerable difficulties with placing MAPPA clients in supported accommodation.

Individuals with multiple complex needs and challenging behaviours can end up being inappropriately placed in mainstream social housing. Their behaviours spill into the community and cause antisocial behaviour. Breaking the cycle becomes difficult as individuals often re-present themselves to the Council as homeless.

Gateshead will use the data from the homelessness review to inform a recommissioning process for housing and support services, including appropriate provision to meet those with multiple complex needs. Internal provision will also need to be remodelled to provide a better fit.

The purpose of supported housing will be to prepare individuals to become 'tenancy ready' and Gateshead will produce guidance on this issue as part of the recommissioning process. Once individuals are 'tenancy ready', they will be able to move onto mainstream general needs housing.

Some individuals will be able to move directly into mainstream housing with the right level of support. Where individuals with support needs have moved into mainstream accommodation, or are already living in mainstream accommodation, we intend to provide floating support services that incorporate comprehensive tenancy training. For those with the most complex needs, Gateshead will explore the Housing First model.

The private rented sector is an important option for moving out of homelessness. We will work with the private rented sector to remove barriers to those who are homeless or potentially homeless. As part of the recommissioning process, we will develop a contract management framework that will include monitoring the number of referrals received, the number accommodated, the level of risk and other KPIs. The framework will also monitor outcomes, including the number who become 'tenancy ready', the number who make planned moves, and the number who engage with health services.

The homelessness review has set out proposals for a new Gateway to housing and support services. This Gateway will involve the assessment and placement of homeless households into emergency and short-term temporary accommodation, as well as commissioned housing and support services. This arrangement will also be extended to internal services and non-commissioned services, where possible.

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Gateshead is working towards a Connected Services model to delivering housing and homelessness services. This is an innovative approach that connects the Council and partner agencies, working collaboratively across housing, homelessness and linked support services to build positive outcomes for residents in Gateshead. This type of partnership can focus on challenges and design operational service delivery models that best meet those challenges.

The Connected Service model includes five core elements. Each of these elements will help Gateshead move from a reactive to a proactive provider, focused on prevention and collaborative working with other services, partner agencies, the third sector and other housing providers in Gateshead. The five core elements of the Connected Services model are as follows:

Multidisciplinary working in localities
Embedding strong joint working between housing workers, colleagues from Health and Adult Social Care Services and wider partners, we are aiming to reduce handoffs and create a more collaborative approach when providing support on individual cases.

Homelessness Forum
Establishing a forum for leaders across services and partner organisations that meets regularly, so we can address collective challenges using data and insights and discuss strategic priorities that will help people in need and inform the long-term strategy.

Holistic advice, homelessness and allocations service
Ensuring that frontline teams work as an integrated delivery team, to assess people's situations in a holistic way, providing advice and bringing them into contact with the right support services, including the development of joint support plans. We are aiming to pull on services and support, not refer.

Insights and innovation

Collecting qualitative and quantitative data about people's needs in Gateshead so we can work at all levels, from predicting tenancy sustainment to modelling future housing and support needs in Gateshead.

A Homelessness Gateway

Overseeing access to emergency and short-term temporary accommodation as well as commissioned supported housing in Gateshead. The Housing Options service will oversee access, eligibility and move-on activity, linking with the range of housing and support providers operating in Gateshead in order to deliver sustainable housing and support solutions.

Fig 2. Connected services model:

| Homelessness Forum | Multidisciplinary working in localities |
| Holistic advice, homelessness and allocations service | Insights and innovation |

Homelessness Gateway

Actions

1. Carry out a needs analysis using the data generated from the homelessness review, as well as other data, to identify the types of supported accommodation and support services required, particularly for people with multiple complex needs, young people and those subject to domestic abuse.

2. Review and remodel existing floating support services (both internal and commissioned) to match the levels of needs identified.

3. Review and remodel existing accommodation-based services (both internal and commissioned) to match the needs identified.

4. Consider introducing a Housing First model for those who have been the most difficult to engage, with wraparound support in independent housing.

5. Develop service specifications for those services that are to be commissioned, including Psychologically Informed Environments (PIE) principles for those with complex needs, to provide a trauma-informed approach to support.

6. Carry out a commissioning exercise to source the types of supported accommodation and support services required as a result of the needs analysis, in particular services for people with multiple complex needs including MAPPA clients, young people and those subject to domestic abuse.

7. Introduce a contract monitoring/performance management framework to provide KPIs and to monitor the outcomes of supported accommodation and support services, both commissioned and internal, to ensure a pathway to independence.

8. As a result of the needs analysis, identify any gaps and work with strategic partners and housing providers to develop new provision and access future funding opportunities.

9. Continue to develop a Connected Services model to ensure collaborative working with partner agencies.

10. Develop a pathway into commissioned accommodation and support services through a new Gateway to ensure that those most in need are targeted at appropriate services. Embed the duty to refer within this.

11. Develop a person-centred approach to ensure that individuals are placed in the right accommodation at the right time.

12. Develop a 'tenancy ready' framework for commissioned services to ensure that individuals remain in supported accommodation for the right length of time with the right support to become tenancy ready.

13. Enable individuals to access permanent accommodation directly, with appropriate support, where a supported housing environment is not considered the right solution.

14. Ensure consistent support along the pathway, including support where an individual does not go through a supported housing pathway.

15. Test and review current pre-eviction protocols and build in strategies to help providers and support those struggling to sustain their accommodation.

16. Provide access to personal budgets so that individuals can source furniture and white goods when they move into permanent accommodation.

17. As part of the review of the allocations policy, ensure that appropriate permanent housing is allocated to those who are owed a homelessness duty.

18. Work with registered providers to provide access for homeless people to housing in mainstream general needs housing.

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How will we measure success?

- A greater proportion of homeless people with multiple complex needs are placed in supported housing or are in receipt of support services.

- An increase in the number of planned moves from supported housing to independent housing as a result of preparing individuals to become 'tenancy ready'.

- The introduction of a new homelessness pathway that matches needs with accommodation and support, and results in positive outcomes.

- An increase in the number of homeless households that are housed by registered providers in mainstream general needs housing.

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Aim 3: No-one sleeping rough or in unsuitable accommodation

End rough sleeping, the risk of rough sleeping and use of bed and breakfasts

This strategic aim is about ending rough sleeping in Gateshead so that no-one is bedded down on the streets. It is also about intervening to prevent those who are at risk of rough sleeping ending up on the streets due to living in unsuitable accommodation.

The number of people rough sleeping in Gateshead is very low. The street counts for the past two years have found zero rough sleepers and a review of the homelessness data for 2019/20 found that 20 rough sleepers were owed a relief duty. Gateshead has commissioned outreach services linked to rough sleeping, which have adopted a proactive approach over the past two years to moving people off the streets.

There is, however, a significant cohort who are at risk of rough sleeping and are part of the street population. This cohort has multiple complex needs including mental health and substance misuse problems and most are sofa surfing or living in other unsuitable accommodation. As today's sofa surfers may become tomorrow's rough sleepers, all partners need to be involved with this cohort.

The main agencies in Gateshead involved with rough sleepers, or those at risk of rough sleeping, have found that the most effective approach to addressing these needs is to case manage on an individual basis. This involves adopting a personalised approach to understanding the history of individuals, with organisations coming together to case manage the next steps.

There are significant issues with accessing mental health support for those who have drug and alcohol problems. The mental health services are not set up for rough sleepers and those at risk of rough sleeping, as these individuals do not keep appointments and often need out of hours support.

Strong partnerships are needed to address the needs of those who are rough sleeping. A prototype Connected Services partnership approach has been developed in relation to the hub for people who are at risk of homelessness or rough sleeping. This partnership includes:

- Oasis Community Housing (drop-in centre)
- Housing and Homelessness Services – two homelessness officers
- Northumbria Police
- A nurse practitioner
- A mental health link worker (part funded by Housing)
- Link to DWP

We have identified a need to provide crisis accommodation for those who are rough sleeping or are at risk of rough sleeping. This crisis accommodation needs to be provided as self-contained units due to risks around Covid.

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Actions

1. Work in partnership with health services to better address the health needs of rough sleepers and those at risk of rough sleeping, including access to primary care.

2. Further develop the prototype Connected Services model for providing a co-ordinated response to rough sleeping and those at risk of rough sleeping in partnership with other agencies.

3. Continue to develop a personalised case management approach to rough sleepers and those at risk of sleeping rough so that bespoke solutions can be developed.

4. Develop a Regional Reconnections protocol with other local authorities in the region, where rough sleepers are reconnected to the authorities with which they have a connection.

5. Ensure sufficient provision of appropriate 24/7 crisis accommodation for a diversity of needs to prevent homelessness and rough sleeping and to reduce reliance on Bed and Breakfasts.

6. Develop a protocol with social care colleagues for those rough sleepers that are likely to be eligible under the Care Act and for those with no recourse to public funds (NRPF), including those at risk of rough sleeping.

7. Provide outreach support to people in very insecure accommodation who are at risk of homelessness and rough sleeping.

How will we measure success?

- No one sleeping rough on the streets

- No one forced to live in transient or dangerous accommodation such as tents, squats and non-residential buildings

- No one living in emergency accommodation, such as shelters and hostels, without a plan for rapid rehousing into supported accommodation or affordable, suitable and sustainable homes

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Aim 4: Homelessness is a one-off occurrence

Ending repeat homelessness

This strategic aim is about preventing repeat homelessness and breaking the homelessness cycle. The recommissioned homelessness pathway will need to identify the most appropriate housing and support options for those who are homeless or at risk of homelessness. Placing people in inappropriate accommodation can lead to repeat homelessness. For example, living in shared supported housing may exacerbate the support needs of some individuals.

Rehousing homeless people quickly into mainstream housing does not necessarily lead to tenancy sustainment, as a quick offer may not be in an area of choice. Also, placing people who have multiple complex needs into mainstream housing without appropriate support may result in tenancy breakdown.

There is an opportunity, with the development of a tenancy strategy, to look at what Gateshead is doing in terms of escalating those new tenancies for someone with a history of mental health problems, substance misuse or offending. This process can ensure that tenancy sustainment is being monitored and support put in place if required.

Sustainable accommodation can be achieved by supporting people in different ways. For some it may only require regular phone calls to provide reassurance, for example due to mental health issues. For others it may require regular visiting support that can be provided flexibly depending on needs.

The provision of floating support services is essential for those who have moved into a tenancy and have support needs, or those who are already a tenant and are at risk of homelessness. Floating support can intervene to prevent homelessness and can step up or step down depending on support needs.

Although Gateshead has a family mediation service for young people aged 16-17, there is an issue with other young people becoming homeless due to disputes with parents. A mediation service could be joined up with homelessness services for young people over the age of 18. Also, young people can move back to the family home due to financial hardship and this may result in a challenging situation, where mediation could support.

Repeat homelessness can be prevented through partnership working between agencies, e.g. housing, adult social care, children's services and probation. Sharing of information will be important to this process, including the use of information sharing protocols. The Duty to Refer process is also an important part of the process of preventing repeat homelessness.

We want to support homeless people into employment and other meaningful activities. Gateshead is already strategically involved with employment opportunities in the borough. This includes the front door of Working Gateshead, as well as opportunities related to projects such as gardening. Access to learning new skills is available, including numeracy and literacy. Due to the recovery from Covid there have been increased employment vacancies and the key issue is to enable homeless people to engage with the opportunities that are available.

We can learn from those with experience of homelessness to understand what works and how we could do better. This experience can be used to co-produce services to make homelessness a one-off occurrence and to prevent homelessness occurring in the first place.

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Actions

1. Ensure the availability of floating support for those who are at risk of losing their tenancy as well as those who move on from supported housing to independent accommodation.

2. Develop a private sector accommodation and support model for ex-offenders, including the options of living in their own flat as well as shared housing if required (to reduce isolation).

3. Work with colleagues in Probation to develop formalised pathways and protocols for those with a history of offending.

4. Implement the Changing Futures programme and further develop the homelessness prototype for those with complex needs.

5. Work with partners to prevent homelessness due to domestic abuse and ensure rapid rehousing for people who are made homeless due to domestic abuse.

6. Develop best practice for supported housing and floating support to enable people to learn the life skills to sustain their tenancies.

7. Enable previously homeless people, and those at risk of homelessness, to access employment and learning opportunities, including supporting engagement with the Work in Gateshead front door and any initiatives through the community renewal fund.

8. Explore whether the Council's mediation service can be extended to young people over the age of 18.

9. Review the pathways for homeless people with multiple or complex needs, including mental health, and dual diagnosis to improve customer journey.

10. Listen to and acknowledge the views of those with lived experience of homelessness and use these to co-produce services.

How will we measure success?

- A reduction in the number of tenancy breakdowns of those who have been subject to a homelessness duty.

- A reduction in the number of people owed a duty as a result of repeat homelessness.

- The number of tenancies sustained/disputes resolved where individuals have previously been homeless.

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Implementation of the strategy

We will produce a delivery plan with our partners, using the actions developed for each of the four strategic aims, as outlined in this strategy. We have a shared commitment across our key partners and stakeholders to support the delivery of this strategy, as the achievement of our vision is dependent upon their contribution.

As part of the delivery process, we will agree a commissioning strategy, which will include a new pathway model and systems change.

The Strategic Housing Board and the Health and Wellbeing Board will have oversight of the implementation of the strategy and will monitor and review progress.

Gateshead Council and the Housing Providers Partnership will jointly own the strategy. The intention is to establish a Homelessness Forum under the auspices of the Housing Providers Partnership to be responsible for delivery and it will include other partners. A project team will be established to drive the changes and lead partners will be identified for the delivery of specific actions.

Summary

Our vision

To prevent and end homelessness, in all forms, in Gateshead

Our values

- Delivering on the rights and needs of those who are homeless or at risk of homelessness
- Listening to those with experience of homelessness
- Enabling a personalised approach
- Providing high standards of communication, co-ordination and consistency in decisions
- Being fair and transparent

Our principles

- Seeing potential, working with strengths
- Listening, learning and responding through co-production
- Working together, inclusively
- It's all about people

Our strategic aims:

1. Make homelessness a rare occurrence

2. Where homelessness occurs, there will be positive outcomes for people

3. No-one sleeping rough or in unsuitable accommodation

4. Homelessness is a one-off occurrence

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HOUSING, ENVIRONMENT & HEALTHIER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
30 January 2023

TITLE OF REPORT: Annual Work Programme

REPORT OF: **Sheena Ramsey, Chief Executive**
Mike Barker, Strategic Director, Corporate Services and Governance

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Summary

The report sets out the provisional work programme for the Housing, Environment and Healthier Communities Overview and Scrutiny Committee for the municipal year 2022/23.

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1. The Committee's provisional work programme was endorsed at the meeting held on 5 July 2022 and Councillors have agreed that further reports will be brought to future meetings to highlight current issues / identify any changes/additions to this programme.

2. Appendix 1 sets out the work programme as it currently stands and highlights proposed changes to the programme in bold and italics for ease of identification.

Recommendations

3. The Committee is asked to

   a) Note the provisional programme;

   b) Note that further reports on the work programme will be brought to the Committee to identify any additional policy issues, which the Committee may be asked to consider.

Contact: Angela Frisby   **Extension:**   2138

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Draft Housing Environment & Healthier Communities OSC Work Programme 2022-23	
27 June 2022 1.30pm	• **Performance Management and Improvement Framework – Year End Performance 2021-22** • **Housing Performance Report – Q4 2022-22** • **Flytipping – Update** • **Work Programme**
	19 September 2022 1.30pm *Meeting cancelled*
7 November 2022 1.30pm	• **Construction Services Update - Update on Repairs and Maintenance Improvement Plan** • **Housebuilding Update (Deferred from Sept 2022)** • **Housing Performance and Compliance Monitoring** a) HEHC Performance Qtr2 b) HEHC Performance Indicator Review • **Implications of Constitutional Change – Tenant Representative on the OSC** • **Work Programme**
5 December 2022 1.30pm	• **Performance Management and Improvement Framework – Six Month Update** • **Community Safety priorities update / progress (now to include information that was due at Sept 2022 meeting)** • **Protection of Green Assets (eg Chopwell, Thornley Woods) – Update** • **Section 106 update** • **Work Programme**
30 January 2023 1.30pm	• *Anti-social Behaviour Review* • **Private Landlord Registration Scheme – Update** • *High Street South update* • **Homelessness and Rough Sleeping Strategy 2022/27** • **Work Programme**
13 March 2023 5.30pm	• **Lifelong Learning** (to focus on what is available academically and physically and whether there is a clear picture of provision across the borough) • *Health Check of Community Centres (Deferred from January 2023)* • *Construction Services Update – Improvement Plan Progress Report* • **The Flood and Water Management Act 2010: Annual Progress Report** • *Tenant Satisfaction Survey Results 2022 *NEW**

	• **Work Programme**
15 May 2023 1.30pm	• **Housing Design and Energy Efficient Standards–** (to focus on the planning process and the standards currently accepted and what more can be achieved in terms of design and energy efficiency
	• **Housing Performance and Compliance Monitoring** to include a) Operational Performance b) Compliance Performance c) Regulatory Self – Assessment
	• **Impact of Brexit on businesses large and small – Update**
	• **Work Programme**

Issues to slot in:

- *Housing Regulatory Self-Assessment (deferred from Nov 2022)*