

**Report of: Executive Member for Health & Adult Social Care**

<b>Meeting of:</b>	<b>Date:</b>	<b>Ward(s):</b>
Executive	28 November 2019	All

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## **SUBJECT: Procurement Strategy for Supported Housing and Housing First Support Services for Adults with Multiple Needs**

### **1. Synopsis**

This report seeks pre-tender approval for the procurement strategy in respect of Supported Housing and Housing First Support Services for Adults with Multiple Needs, in accordance with Rule 2.7 of the Council's Procurement Rules.

### **2. Recommendations**

- 2.1 To approve the procurement strategy for Supported Accommodation and Housing First Support Provision for Adults with Multiple Needs, as outlined in this report.
- 2.2 To delegate authority to award the contracts to the Corporate Director - People, in consultation with the Executive Member for Health and Social Care.

### **3. Background**

There is no statutory definition of supported housing. The Government has described supported housing as, "... any housing scheme where housing is provided alongside care, support or supervision to help people live as independently as possible in the community".

The primary purpose of supported housing is for the client to develop the skills necessary to manage a tenancy and address their individual vulnerabilities. The eventual aim of supported housing is to enable the client to sustain a tenancy of their own (regardless of whether it is in the private sector or in social housing) when they move on.

Supported Housing is a broad and diverse sector of provision and the type and level of need varies significantly. Many of the people who need support to live independently may experience multiple needs and disadvantages. This complexity can contribute to a difficulty in designing and delivering services that are targeted and effective and tailored to specific need

There are a number of different definitions of multiple needs, however, for the purpose of this strategy we use it to describe people who present with any combination of the following needs:

- Homelessness – including rough sleeping
- Substance misuse – including alcohol, legal and illegal substances
- Mental ill health – including those with and without a diagnosed condition
- Offending

Our existing supported housing services are currently client group specific. Demand for services is increasingly from clients who have multiple needs and whose needs exceed those met by traditional supported housing provision.

With the cessation of Supporting People grants\* many local authorities have explored alternative ways to meet the needs of their populations, whilst keeping pace with emerging best practice, changing need and more austere finances. Broadly speaking, Islington has made very few changes to this sector. Common problems (across the country and in Islington) include:

- Increasingly complex needs and multiple needs
- Slow progression through services to independence
- Levels of need exceeding the capacity and capability of existing services

As a result of these challenges many local authorities have re-designed services from traditional models towards more flexible and tailored support arrangements, in order to provide services that are more targeted, effective and efficient.

\*The Supporting People grant was a ring-fenced grant launched in 2003 to fund housing-related support. The grant was reduced in subsequent years, the ring-fence was removed in 2009, and eventually the funds were subsumed into the Formula Grant.

## **What is the problem we are trying to solve?**

A recent review (2016) of Islington's supported accommodation pathways showed that our current provision is not always supporting people with multiple needs to move on in their lives, and has not evolved in recent years to adapt to keep pace changing demand, best practice and budgets which have reduced since the Supporting People grant was funding these services. The existing model includes inefficiencies and inconsistencies, including for example services that are struggling to meet levels of need and services that have long-standing voids because they cannot accept complex referrals.

In addition, the review identified a small cohort of people who find it difficult to engage with our housing and treatment services and who have exhausted all options within current supported housing pathways.

The review revealed that across mental health, substance misuse, offending and single homeless pathways, low throughput and lack of step down options need to be addressed should we want a more effective and efficient means of supporting people in their stabilisation and recovery.

We also know that there are issues with some buildings, locations (neighbour complaints and anti-social behaviour), and service staffing levels are not always commensurate with levels of need.

There is also a need to develop a more 'high support' provision to cope with the complexity and levels of multiple needs and to review 'low support' provision which can't always cope with the levels of need and therefore can have voids as they refuse referrals.

There is also a need to find savings from the sector, in order meet the Council's overall savings targets and to release funds for reinvestment in alternative and more effective models of support.

## **Our Goals and Objectives**

Our primary objective in this procurement is to improve the life chances and opportunities to live independently for those whose lives are affected by homelessness, substance misuse, offending and mental ill health. By providing tailored support to this cohort, the incidence of repeat homelessness, rough sleeping and disengagement from services should reduce, alongside reducing reliance upon acute and emergency provision, and improving outcomes for health and criminal justice partners.

Our strategic direction for adult services is built upon strengths-based and personalised approaches, and creating more opportunities for step up and step-down support. We are therefore committed to reconfiguring our supported housing offer for people facing multiple needs to create the most enabling conditions for people to recover and move on.

We know that a stable housing environment is the bedrock upon which other evidence based support should be built. A Housing First approach with an effective wrap-around support service will better enable us to provide this environment for some of our most vulnerable people in the Borough

NB: Housing First is an internationally evidence-based approach to delivering housing-related support which uses stable housing – in this case Islington's own council housing stock – as a platform to enable adults with Multiple Needs to begin recovery. Those accessing Housing First in Islington through newly procured services will receive tenancies and wraparound support from the commissioned Housing First Support Services.

However, Housing First is unlikely to be the solution for everyone. For example, some people are vulnerable or feel unsafe on their own, need on-site support to develop independent living skills and may need the supervision and security that an accommodation-based service can offer

We also know that good services are flexible about working with people with a range of needs whose situation and support needs may fluctuate. Services that work well have a staff team which is supported to build their confidence and resilience, and can pull in more specialised or intensive support when they need it.

There is a need to develop services and resources around the individual, rather than try to fit people into rigid pathways or service models. We need to develop these service models, and ensure that our commissioning approaches better align available funding to the needs of individuals.

We also need to ensure we can support people in properties that are accessible and support the development on independent living skills in a safe environment.

## **Nature of the services commissioned and detailed recommendations**

We currently commission five providers to provide supported housing provision across 14 contracts across multiple sites comprising 313 units of accommodation, with a total annual value of £2,777,805. The average annual costs per person of these services is £10,800, though average annual costs per person vary significantly across contracts – from £3,800 to £23,100.

Following the 2016 review further consultation has been undertaken with our providers and key stakeholders (including our referrals team, community safety, probation, housing needs) with a clear consensus emerging on recommendations for service re-configuration and re-design, as set out in this paper. These will ensure that this procurement provides better value for money, ensures an expansion of our Housing First provision, and improves outcomes for some of our most vulnerable Islington residents.

Recommendations that have emerged from the review will be implemented through this procurement in the following ways:

- We will commission a new bespoke Housing First Support Service to enable the expansion of Housing First in the borough (currently a small-scale pilot for 6 people) to an initial 20 units with options to expand the service further as people move through the model (with the Housing First services retaining contact with people to allow support to be reinstated should people's needs re-escalate).

The pilot has demonstrated that Housing First can deliver meaningful and positive outcomes for some of the borough's most complex and vulnerable residents, where more traditional models of support have not met needs. Our analysis of resident needs tells us that up to 30 people could benefit from Housing First.

In future, it is likely that the model could be scaled up further, but this needs to be in a sustainable and measured way due to the long-term and complex needs of these individuals.

- We will end segmentation of supported housing sites based on perceived primary need (i.e. single homeless, substance misuse, offending), in the recognition that residents' needs and disadvantages are multiple, complex, and may include other needs and vulnerabilities such as domestic abuse, traumatic histories and poor mental wellbeing.

- We will reduce the number of supported housing contracts, but give our providers greater flexibility within these contracts as to how outcomes are achieved and how staff are allocated and split across supported housing sites to enable support services to be more responsive to changing needs and circumstances.
- We will reduce the number of sites currently providing low support supported housing provision, as there is evidence that low support models provide limited benefits to service users and are not the most effective model for supporting progression towards independence. In these instances, traditional support will be phased out and replaced by Intensive Housing Management (IHM) services: increasingly widely used, landlord-provided enhanced housing management assistance, which is funded by Housing Benefit. Those people whose needs exceed this will be supported to move to more appropriate services within the pathway, or supported to access Floating Support.
- In order to facilitate this procurement of Supported Housing and provide stability in the pathway through consistent wraparound support, our Floating Support contract which supports 750-800 people at a value of £1.35m per annum, has been extended to 30<sup>th</sup> June 2021 and will not form part of this re-procurement exercise.
- The exact number of commissioned units will only be determined during the procurement process, as this will depend partly on the properties providers can bring into the procurement process and partly on how providers propose to deliver Housing First, which is a scalable model of support (i.e. the number of units can increase over the life of the contract).
- This procurement will not result in removal of support from anyone who needs it. Through this procurement there will be a reconfiguration of services and units that do not form part of future commissioned service arrangements will either continue to house vulnerable people as Intensive Housing Management services or will be those services which are partially or fully void, or are not fit for purpose, and are therefore not benefitting individuals now.
- We will work collaboratively across organisations to co-design move-on support so that wherever people are in the pathway they can access consistent, supportive and move-on support (whether that is provided by the Council or providers as part of their supported housing contract)
- We will increase investment into a number of higher support supported housing sites in order to ensure they are more fit for purpose, provide meaningful and empowering interventions for our most vulnerable residents, and increase the capacity to support complex individuals.
- We will revise hourly rates and overall contract values to ensure value for money through more consistent and standardised contract values, and to bring us in line with benchmarked neighbours;
- We will commission supported housing that adheres to the principles of Trauma Informed Practice, a strengths-based framework grounded in an understanding of and responsiveness to the impact of trauma that emphasis physical, psychological and

emotional safety, and creates opportunities for people to rebuild a sense of control and empowerment;

- We will commission providers to work in a manner reflective of the Psychologically Informed Environments model, an effective mode of provision for homeless people evidenced to improve a wide range of factors from successful engagement and resettlement to reductions in recidivism and rough sleeping;
- We will include a requirement of all our providers to offer emergency bed spaces to quickly move residents away from rough sleeping environments;
- We will continue to commission women-only supported housing as part of the provision, and increase the provision to women with complex and multiple needs.
- The service specification will be explicit in including the need for empowering and enabling activities provided on-site or facilitated off-site to educate, give structure and allow residents to set and achieve goals and aspirations during their supported housing interventions.

The above recommendations have been tested and developed with our providers, service users and other expert stakeholders and will be made explicit through this procurement and associated partnership working.

The detailed design for the new service specifications will be co-produced with a wide range of stakeholders including providers (current and prospective), residents of supported housing schemes, and various other stakeholders including colleagues from Housing, Community Safety and Probation services.

### **How new services will be commissioned**

A specification for the service will be co-designed with these stakeholders, as well as with subject experts including Housing First England (the national body ensuring adherence with best practice).

The procurements of both Supported Housing and Housing First Support Services for Adults with Multiple Needs are to take place in one procurement divided into Lots. These Lots will be:

1. Housing First Support Services
2. Supported Housing for Adults with Multiple Needs – High support
3. Gender-specific Supported Housing for Adults with Multiple Needs – High support
4. Supported Housing for Adults with Multiple Needs – Medium support
5. Gender-specific Supported Housing for Adults with Multiple Needs – Medium support

## **3.1 Estimated Value**

The initial duration of contracts will be for a period of two years from 1 April 2020. There will be an option to extend the contract for a further period of two years on two separate occasions.

The estimated maximum value of these services will be £2,427,805 per annum, or £14,566,830 across the contracts' maximum period of six years. The service will be funded from the Adult Social Services base budget.

This represents a £350,000 annual saving for the Council, contributing to the Council's Medium Term Financial Strategy. This can be achieved through investing our resources in the most effective service models and reducing our investment in low-support service models (replacing these with Intensive Housing Management), as described above.

As this procurement will reconfigure our supported housing offer for this client group in order to target resources at the most effective services for people with the most need for support, this will involve some existing sites moving to an Intensive Housing Management model (see 3.1) and in other cases supported housing sites will require residents to receive support in moving onto alternative housing.

As implications for specific services becomes clear we will ensure we take the necessary legal advice and adhere to our duties and best practice around consultation and will work closely with providers and partners to manage implementation and associated risks.

### 3.2 Timetable

The date for the decision to approve this procurement strategy is included in the forward plan of key decisions.

The contracts are due to be advertised on OJEU in November 2019, with approval to award the contract scheduled for January 2020.

Current contracts expire on 31 March 2020, meaning that the new contracts must be in place for a start date of 1 April 2020.

Should there be any delays in the pre-procurement, procurement or implementation, then existing contracts could be extended to ensure adequate time.

We have so far consulted with providers, commissioners and colleagues from Housing, Community Safety and Probation. We intend to continue engaging with these stakeholders, as well as residents of supported housing schemes and wider partners (e.g. Metropolitan Police, Clinical Commissioning Group, Mental Health Trust, Voluntary and Community Sector).

### 3.3 Options appraisal (see overleaf)

Option	Benefits	Drawbacks
In-sourcing these services	<p>Grip and oversight on projects</p> <p>Potential for closer relationship with statutory bodies (e.g. ASC, Mental Health, NHS)</p>	<p>Lack of experience in directly providing this service</p> <p>Very little housing stock to allocate to this provision</p> <p>External providers are more experienced and agile in this area, and provide significant added value</p> <p>Unlikely to generate savings due to higher staffing costs</p>
Re-procuring supported housing provision in its current form	<p>Consistency for residents of supported living schemes</p> <p>Consistency for commissioners and referring bodies</p>	<p>A service model which is not fit for purpose, as evidenced by multiple reviews of services</p> <p>Escalating needs coupled with a lack of resources</p> <p>No funding available to expand Housing First and commission Housing First Support Services</p> <p>Unmet savings targets</p>
Procuring supported housing and Housing First services with another borough or other boroughs	<p>Opportunity to share best practice and learning</p> <p>Opportunity to commission more specialist services and agree reciprocal arrangements for referral into these services</p> <p>Better value for money achieved via economies of scale</p>	<p>Timescales for procurement do not match up with those of other boroughs</p> <p>Less direct influence on service design and configuration</p> <p>Not certain to meaningfully change the marketplace of providers and landlords available in the borough</p> <p>Reciprocal arrangements onerous to set up and maintain due to complexity</p>
Reconfigure service model as proposed in this Procurement Strategy (Recommended)	<p>Enables the development of Housing First Support Services</p> <p>Enables resources to be invested in higher support which is more proportionate to levels of need</p> <p>Well-known alternatives (e.g. Intensive Housing Management) available to replace low-support</p> <p>Trauma informed service model evidenced to improve outcomes in supported housing</p> <p>Responding to local need e.g. for gender specific services</p> <p>Savings generated for Adult Social Care budget</p>	<p>Risk of reputational damage due to closure of commissioned supported housing sites</p> <p>Risk of unmet needs as alternative delivery models in lower support sites (Intensive Housing Management) relatively un-tested in the borough</p>



After conducting aforementioned analysis and engagement, we have come to the conclusion that the final option is preferred.

### 3.4 Key Considerations

Social Value will form a quality criterion in our evaluation of providers' tenders (see 3.5), and the service specification will make explicit reference to examples of social value the local authority will be encouraging and, where relevant, facilitating and supporting providers to achieve. These include:

- Developing an employment, training and education plan with quantified targets for supporting residents into opportunities for volunteering, work experience, upskilling, apprenticeships and employment.
- Working with the Council's iWork Employment Service and wider Islington Working network, e.g. facilitating apprenticeships; job opportunities; and work experience opportunities through the iWork Get Set for Work scheme.
- Promoting active citizenship through co-design of services, as well as encouraging and facilitating work experience and volunteering placements for local people.
- Exploring the potential to ring fence job roles for Islington residents.
- Purchasing from the local supply chain where possible.
- Supporting environmental sustainability by limiting energy consumption and procuring sustainable materials.
- Encouraging the adoption of specific workplace health initiatives.
- Facilitation and encouragement for residents of supported housing to join the provider's or other providers' peer support and user consultation networks.
- Specifically encouraging providers to find employment routes for residents of supported housing in their own organisations (e.g. work-like activities, apprenticeships, entry level roles and above).
- Ensuring that residents of supported housing are able to access providers' externally funded community investment programmes.
- Encouraging residents of supported housing to increase their confidence, knowledge and use of their local areas and communities, e.g. visiting local parks and libraries, becoming members of community centres, volunteering.

Moreover, in order to derive the maximum social benefit from the contract, bidders will be asked to identify social value in other questions covering other quality criteria, in which social value will be an intrinsic aspect. These include questions regarding links with health agencies; links with voluntary and community sector organisations, and added value programmes not funded from these contracts.

There will be TUPE implications to this contract.

There is a risk of a failed procurement through both lack of market interest and a lack of properties available for providers. Engagement with providers and landlords has so far proven positive, and we are confident that we have mitigated these risks in a proactive manner.

### 3.5 Evaluation

The tender will be conducted in one stage, known as the Open Procedure, as the tender is 'open' to all organisations who express an interest. The Open Procedure includes minimum requirements which organisations must meet before the rest of their tender is evaluated.

Bids will be assessed on the basis of 60% quality and 40% price. The breakdown of both quality and price will differ from Lot to Lot as the services have nuanced differences.

Providers will work with some of our most vulnerable residents, the majority of whom will have experienced traumatic lives and chaotic lifestyles. For these reasons, safeguarding and the provision of trauma-informed support in a Psychologically Informed Environment will be key considerations.

Quality criteria will be split in the manner suggested below, though specific questions underneath each heading will differ between Lots.

1. Proposals to meet and report service outcomes (15%)
2. Safeguarding and relationship with risk (10%)
3. Meeting principles of Housing First / Trauma Informed Practice / Psychologically Informed Environments (10%)
4. Social Value (10%)
5. Co-production (10%)
6. Partnership Working (5%)

We will seek to involve a wide range of professionals in evaluating tenders, as well as current or former service users if possible.

### 3.6 Business Risks

There are a number of risks attached to this commission and Procurement Strategy. They include:

<b>Risk</b>	<b>Mitigation</b>
Providers will not find the service redesign aspects organisationally and/or financially attractive	We have met individually with each of our providers over the last 12 months and we have recently conducted a market engagement event with current providers that was well attended. Our proposals have received broad, in-principle agreement with all providers, who recognise the need to change and welcome our approach. We will continue to have open lines of dialogue with current and prospective providers, ensuring that the specifications are co-produced and a viable, working and realistic document to base services upon.
Prospective providers being precluded from the opportunity to apply for the tender as they do not have access to properties from which they can provide services, either through outright ownership, long lease or management agreement	We are working to ensure that all providers – current and prospective – have the best opportunity possible to source landlords for this procurement. This will include initiating a Market Test, potential Meet the Buyer event(s) based on interest from the Market Test, and networking with developers led by commissioning.

<p>Providers' unwillingness to embed practices and principles related to:</p> <ul style="list-style-type: none"> <li>- Trauma-informed provision</li> <li>- Psychologically Informed Environments</li> </ul> <p>Into service provision</p>	<p>We will actively work with providers to gain a shared understanding of what we mean by these service models. This will include market engagement exercises, focus groups and exploring opportunities in which the Council and relevant partners (CCG, Housing, Health, external funding bodies) can co-ordinate efforts in this area e.g. piloting clinical input into supported housing sites, facilitating training opportunities.</p>
<p>Lack of support in continuing to secure social housing as accommodation for Housing First clients</p>	<p>We will formalise current, in-principle agreements with colleagues from Housing to ensure written documentation and basis for the placing of Housing First clients into council owned properties. Moreover, we will engage with Housing Associations and providers to explore alternative opportunities.</p>
<p>TUPE implications</p>	<p>TUPE will apply as this is an existing service. Time should be factored into the mobilisation given the number of providers and contracts involved in the current configuration of services.</p>
<p>Risks associated to transferring clients from block contracted, support services to non-contracted, Intensive Housing Management services</p>	<p>Commissioners have proactively been meeting with providers and landlords already providing or set to provide Intensive Housing Management to understand the risks and issues involved. We will also work closely with providers to decide upon what, if any, sites and/or service users for which this model will be most applicable.</p>
<p>The procurement timetable proves too challenging and this delays contract award and/or implementation beyond contract end dates</p>	<p>Contracts are able to be extended to account for these delays.</p>

3.7 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

3.8 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.8 of the Procurement Rules:

Relevant information	Information/section in report
1 Nature of the service	See paragraphs 1.2 and 3.1

2 Estimated value	<p>The estimated value per year is up to £2,427,805.</p> <p>This represents a £350,000 annual saving for the Council.</p> <p>The agreement is proposed to run for a period of two years with a two optional extensions of two years each.</p> <p>See paragraph 3.2</p>
3 Timetable	<p>Advert: November 2019  Evaluation: December 2019  Award: January 2020  Implementation: January 2020 – March 2020  Mobilisation: April 2020</p> <p>See paragraph 3.3</p>
4 Options appraisal for tender procedure including consideration of collaboration opportunities	<p>Work on this procurement strategy has so far included an audit of providers, a review of the services and wider systems in which they operate, and a market engagement event. These have so far guided out options and choices, and we will continue to engage with relevant stakeholders during the steps ahead.</p> <p>See paragraph 3.4</p>
5 Consideration of: Social benefit clauses; London Living Wage; Best value; TUPE, pensions and other staffing implications	<p>Social Value will be intrinsic in all quality criteria, and LLW will be a condition of the contract where legally permitted.</p> <p>There are considerable TUPE implications to this contract.</p> <p>See paragraph 3.5</p>
6 Award criteria	<p>Bids will be assessed on the basis of 60% quality and 40% price.</p> <p>See paragraph 3.6</p>
7 Any business risks associated with entering the contract	See paragraph 3.7
8 Any other relevant financial, legal or other considerations.	See Section 4, below.

## 4. Implications

### 4.1 Financial implications:

Housing Related Support is funded from the Adult Social Care base budget. It is split into three areas: Learning Disabilities, Mental Health, and Substance Misuse & Prevention. This procurement relates to the Substance Misuse & Prevention budget.

The total expenditure budget for Housing Related Support for Substance Misuse & Prevention is £6,263,200.

The budget for the contracts within the scope of this project equate to £2,777,805, which includes 14 contracts from five housing related support providers.

More efficient procurement of this service, as detailed above, would produce a saving of £350,000 which will contribute to the MTFS savings target for the department.

Payment of London Living Wage is a requirement of the contract and should not result in any additional costs.

Any TUPE cost implications that may arise from this tender will have to be met by existing resources outlined above.

## **4.2 Legal Implications:**

The Council has a duty to make arrangements for providing residential accommodation and care for persons who by reason of illness and disability are in need of care and attention which is not otherwise available to them (section 21 National Assistance Act 1948 (as amended) and Secretary of State Directions (Appendix 1 to Department of Health Circular No. LAC(93)10)). The Council may discharge that duty by making arrangements with private providers of residential accommodation for those assessed to need it (section 26 of the 1948 Act). Accordingly, the council may enter into contracts with providers to secure the provision of Supported Housing and Housing First Support Services for Adults with Multiple Needs (section 1 of the Local Government (Contracts) Act 1997). The Executive may provide Corporate Directors with responsibility to award contracts with a value over £2 million using revenue money and over £5 million using capital money (council's Procurement Rule 16.2).

The social care services being procured are subject to the light touch regime (Light Touch Services) set out in Regulations 74 to 77 of the Public Contracts Regulations 2015 (the Regulations). The threshold for application of this light touch regime is currently £615,278.00. The value of the proposed contract is above this threshold. The council's Procurement Rules for Light Touch Services require competitive tendering for contracts over the value of £500,000.

The proposed procurement strategy, to advertise a call for competition and procure the service using a competitive tender process, is in compliance with the principles underpinning the Regulations and the council's Procurement Rules.

On completion of the procurement process contracts may be awarded to the highest scoring tenderers subject to their tenders providing value for money for the council.

As this procurement is designed to reconfigure the council's existing supported housing offer for this client group it will involve some existing sites moving to an Intensive Housing Management model and in other cases supported housing sites will require residents to receive support in moving onto alternative housing. As implications for specific services become clear it will be necessary for legal advice to be obtained in relation to properly discharging consultation

obligations.

#### **4.3 Environmental Implications and contribution to Zero Net Carbon by 2030:**

The provision of supported housing and housing first for adults with multiple needs has environmental implications in line with those of standard residential properties. These include water and energy use, waste generation, chemical use for cleaning and some resource use in building maintenance.

There may also be some transport-related implications from the accommodation staff.

These can be mitigated by contractual requirements on aspects such as energy/water efficiency of the buildings and waste segregation within them.

#### **4.4 Resident Impact Assessment:**

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

An RIA accompanies this report as an appendix – see Appendix A.

### **5. Reason for recommendations**

- 5.1 Service analysis and engagement with a range of stakeholders outlined in this paper have substantiated a need to re-design and re-configure our current Supported Housing provision for Adults with Multiple Needs.

Moreover, this work – alongside the legacy of the Council's Multiple Needs Programme of work – have strongly substantiated a need for Housing First provision to sit alongside Supported Housing for this cohort (Adults with Multiple Needs).

Through benchmarking, desktop analysis of best practice and engagement, we have also found that both these provisions need to be trauma-informed in their nature, and for these services to be delivered in a way that reflects the Psychologically Informed Environments service model.

We also seek to re-configure our Supported Housing provision for Adults with Multiple Needs by: commissioning fewer units at more realistic cost levels; commissioning more emergency beds (with pragmatic expectations as to what constitutes an emergency bed, if need be); commissioning gender-specific provision; de-commissioning where necessary and moving toward a model of Intensive Housing Management.

### **Appendices**

- Resident Impact assessment
- **Background papers:** None

Final report clearance:

**Signed by:**

20 November 2019



Cllr Janet Burgess  
Executive Member for Health & Adult Social Care      Date

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