

## Health and Adult Social Care and Communities Overview and Scrutiny Committee

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**Date of Meeting:** 14<sup>th</sup> January 2021

**Report Title:** Emerging Futures: Housing Related Support

**Portfolio Holder:** Councillor Mannion, Environment and Regeneration  
Councillor Jill Rhodes, Public Health and Corporate Services

**Senior Officer:** Frank Jordan, Executive Director of Place and Deputy Chief Executive  
Mark Palethorpe, Executive Director of People - Director of Childrens Services & Director Adult Social Services

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### 1. Report Summary

- 1.1. Emerging Futures CIC is a not for profit organisation that exists to create opportunities for people to change. Emerging Futures help individuals to recognise and build on their strengths, abilities and inherent potential whilst supporting them to be the best that they can be.
- 1.2. Emerging Futures provide low-income and emergency shelter to individuals in need of safe and temporary living environments, and deliver services across Cheshire East, Lancashire, Manchester, Hertfordshire, Norfolk, Gloucestershire, Sussex, Surrey and Leeds.
- 1.3. Models are informed by evidence based behavioural change interventions delivered within safe, flexible accessible accommodation that is community based. Emerging Futures believe that in order to sustain positive behavioural change people need someone to love, something to do and somewhere to live.
- 1.4. Emerging Futures actively challenge socio-economic disadvantage: Providing practical interventions that reduce social isolation through our commitment to

supporting those with lived experience. Emerging Futures adopt an Asset Based Community Development (ABCD) model that works with communities to solve entrenched social issues.

## **2. Recommendations**

2.1. To review and explore the Housing Related Support, and the Community Substance Misuse Recovery Substance Misuse services delivered by Emerging Futures (EF) in Cheshire East.

## **3. Reasons for Recommendations**

3.1. A number of queries have been raised with regards to the Housing Related Support service.

## **4. Other Options Considered**

4.1. No other options considered.

## **5. Background**

5.1. In Cheshire East, Emerging Futures are commissioned to deliver two different contracts:

- The behaviour change, volunteering and community development element of the Cheshire East substance misuse and are sub-contracted via Change, Grow, Live, who are commissioned directly by Cheshire East Council.
- A complex needs service as part of the Housing Related Support contract on behalf of Cheshire East Council.

5.2. As part of the Housing Related Support contract, Emerging Futures provide accommodation and support for service users assessed as having complex needs, specifically individuals who are deemed high risk or highly vulnerable, and who would require, and agree to receive, a substantial package of support. Emerging Futures deliver several elements of the contract including No First Night Out (NFNO) emergency accommodation, mental health beds, emergency beds for people found to be statutorily homeless and in priority need and a support service for over 25s. Most tenants are socially marginalised, stigmatised, lack social support, often street homeless and have a history of failed accommodation placements. They are often chaotic drug and alcohol users with physical and mental health difficulties, significant offending histories and/or acute behavioural difficulties.

5.3. Emerging Futures use a blend of therapeutic harm reduction interventions, elements of a 'Housing First' model and a 'Transitional Recovery Housing'

model. Emerging Futures manage 131 beds of accommodation across Macclesfield, Crewe, Congleton and Middlewich, employs 51 staff and operates at approximately 98% occupancy. All referrals are received via Cheshire East Housing Options and Homelessness Team and are Cheshire East residents. All tenants are fully risk assessed and stays vary from 1 day to over 1 year depending on move on options.

5.4. Emerging Futures work closely with local services, amongst others:

- Cheshire East Adult Social Care
- Mental health crisis teams
- Change, Grow, Live (CGL)
- Public Health
- Police, probation and other blue light services (excellent relationships and protocols have been developed with the police, ambulance service, Cheshire and West Fire Service and local hospitals)
- Housing Providers- private, voluntary and statutory
- DWP / Jobcentre Plus
- Hospital Discharge Teams
- Cheshire East Children and Young People Services
- Prison Service
- Cheshire East Domestic and Sexual Abuse Partnership & Cheshire Without Abuse
- Community and Faith groups

5.5. Community engagement is at the core of our delivery for the Housing related Support Service. All staff, coaches and volunteers receive formal training in Asset Based Community Development; this assures Emerging Futures that their teams know how to engage with the communities they are based within. Emerging Futures work at:

- Neighbourhood level, by being open and transparent with our neighbours; contacting all neighbours to ensure they have a contact point if any issues arise; Emerging Futures are committed to be an actively participating part of our communities.
- Community level, for example, repairing fences as part of our restorative justice model, litter picking in Crewe, working with local landlords (in particular SG Lettings) through our connected residential network, regular neighbour meetings to develop a sense of community and manage feedback/issues. \*
- With other clients as peers, delivering a soup kitchen to street homeless people in Crewe\*

- With stakeholders through monthly meetings with police, ambulance and fire services and local authority homelessness teams to manage risk and develop relationships.
- Local charities, for example, food is sourced from local foodbanks and in return, Emerging Futures residents volunteer at the foodbank in Macclesfield.
- Business level through developing our relationship with local elected members and local business leaders in order to develop a network of businesses.

5.6. For example, Emerging Futures and its tenants are involved in:

- Reducing inequalities: Emerging Futures coaching pathways recruit directly from disadvantaged communities - 58 Recovery and Family Coaches trained during 2019.
- Employment: To date 17 individuals have moved into full time jobs
- A greener and cleaner environment: supporting the LA Connected Communities initiative, Emerging Futures residents participate in litter picking in local parks and litter hotspots.\*
- Better connected communities: bringing isolated communities out of the cold. 300 presentations attended 'Bite to Eat' drop in.\*
- Healthier residents: Tenants complete pre and post-match clean ups at Crewe FC. Emerging Futures will mirror this at Macclesfield FC.\*
- Economic opportunities: Basic drug awareness and coaching training to local businesses in exchange for essential items for residents.\*

\* COVID has restricted the majority of community activity and volunteering opportunities.

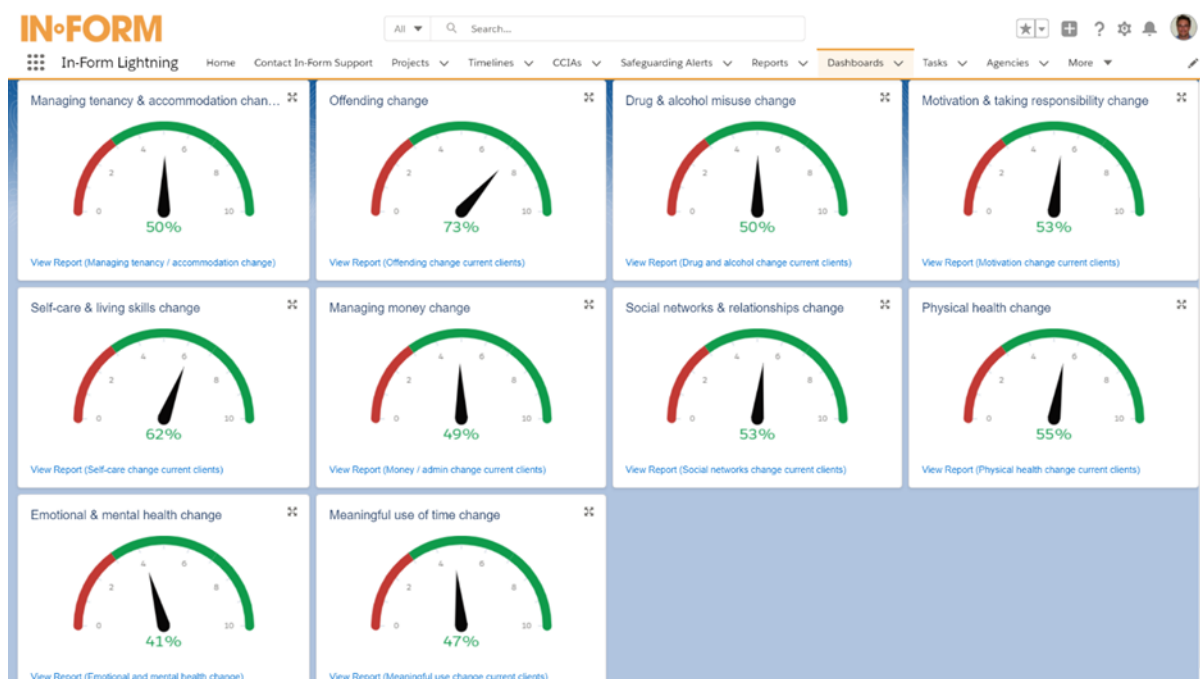
5.7. Contractually as part of the Housing related Support Service Emerging Futures are required to deliver 6 broad outcomes ensuring service users:

1	Feel safe and secure in their accommodation
2	Are less likely to sleep rough
3	Have flexible support plans, moving with them through their support journey
4	Gain skills to maintain a tenancy, including life and domestic skills
5	Connect with the right formal and informal support networks with a view to sustainment and reducing dependency on housing related support

6	Focus on gaining economic independence through access to education, training and employment
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5.8. Emerging Futures routinely gather both quantitative and qualitative feedback from current clients in order to demonstrate the positive impact of our service provision. Clients report that accessing emergency accommodation has enabled them to make more positive lifestyle choices allowing sustainable move on to their own accommodation.

5.9. Emerging Futures use a data collection system that provides both outcomes and acts as the foundation for a detailed plan with measurable goals for the time that they live with us. During the time available for the project we would expect to see improvements in all ten areas of the Outcomes Star, maximising planned move-on from the project.



5.10. Over and above the tenancy and housing related support that is offered by Emerging Futures, each client spends time with a keyworker on a weekly/daily basis (dependant on need) to discuss and measure their individual progress, set and monitor goals, and evaluate their activity in line with their plan.

5.11. Emerging Futures believe that having somewhere safe to live is a basic human right. As such, the assessment and risk management procedures have been designed to be inclusive and empowering to ensure that Emerging Futures are able to accept all referrals. The guiding principle is to

keep services users who reside with Emerging Futures and the communities in which they live safe.

- 5.12. Emerging Futures deploy a robust risk assessment, incident reporting and management systems that is live both by PC and mobile phone which allows incidents to be dealt with swiftly and appropriately. Where appropriate Emerging Futures supply mobile staff numbers for residents to report any incidents and work closely on a daily basis with local police to prevent, identify and, where necessary, prosecute criminal activity.
- 5.13. Emerging Futures monitor and analyse incidents and behavioural trends and act on any 'hotspots' that might develop around particular properties. Emerging Futures will move or, in extreme circumstances, evict tenants who breach tenancy license agreements and enforce personal behavioural action plans.
- 5.14. Processes undertaken by Emerging Futures are augmented by rigorous safeguarding procedures that seek to identify vulnerable adults (and those with contact with children) from the first point of contact & promote integrated multi-agency working.
- 5.15. As an organisation Emerging Futures employ robust systems for recognising, reporting, investigating and responding to incidents. These include:
  - Staff trained to identify serious incidents, near misses, incidents and are required to report any incident immediately to an on-call Team Leader and/or manager;
  - Staff are encouraged to engage with neighbours and local residents to prevent and respond to any concerns regarding anti-social behaviour or community disruption;
  - Clear procedures for taking immediate action following an incident including the collection/retention of evidence and the accurate recording of case notes;
  - Recording all incidents using our approved risk management template
  - Early, meaningful and sensitive engagement with affected service users and/or their families/carers via a named member of staff (point of contact);
  - Timely information to the Commissioner of all untoward incidents, including reports arising from investigations, lessons learnt and service recommendations;
  - Using trained staff and/or investigation teams (including Root Cause Analysis), that are sufficiently removed from the incident;

- Joint approach to investigations involving partner agencies including Police, Primary Care, Housing Crisis Teams, NPS etc. supporting collaboration, communication, avoiding duplication and developing a 'one response' approach;
- High-quality investigation reports and action plans to enable timely learning and closure of investigations and facilitate learning;
- CCTV is installed in most of our properties and is monitored via mobile phone and from our assessment hubs.

## **6. Implications of the Recommendations**

### **6.1. Legal Implications**

- 6.1.1. Contracts are in place between the Council and Emerging Futures and Change Grow Live (CGL) following commissioning activities in line with the Council's Contract Procedure Rules.

### **6.2. Finance Implications**

- 6.2.1. Emerging Futures are contracted service provider delivering both the Housing Related Support contract and are subcontracted by Change Grow Live (CGL) to deliver the community-based recovery element of the Cheshire East Substance Misuse service. There are no additional finance implications as a result of this report.

### **6.3. Policy Implications**

- 6.3.1. The Housing Related Support service is underpinned by the Homelessness Strategy 2018 – 2021 which was produced by Cheshire East Council and provides a framework and an action plan so that any agency or individual can clearly understand what the Council and its partners are doing to support people in housing need.
- 6.3.2. The service specification for the Substance Misuse Services, including the Emerging Futures element of the service are in line with local policy including the Cheshire East Partnership Plan. The service is also underpinned by national drug and policy, NICE guidance and evidence-based practice.

### **6.4. Equality Implications**

- 6.4.1. Equality Impact Assessments are undertaken for all commissioning and procurement activities.

### **6.5. Human Resources Implications**

6.5.1. The Housing Related Support service is supported by a Contract Manager based within the Housing Team.

6.5.2. The Substance Misuser service is supported by a Contract Manager and Commissioning Manager based within the People Commissioning Team.

#### **6.6. Risk Management Implications**

6.6.1. Both the Housing Related Support contract and the Substance Misuse service contracts are contract managed, including risk management processes with risks recorded and managed via risk registers.

#### **6.7. Rural Communities Implications**

6.7.1. The Housing Related Support contract is delivered in Crewe, Macclesfield, Congleton and Middlewich wards.

6.7.2. The Substance Misuse Service is delivered across the whole borough at a community level. The service is accessible via a number of options including two hubs based in Crewe and Macclesfield, virtual appointments, community level support groups, a community based vehicle which attends various locations including individuals own homes, online information, GP provision, Pharmacy provision, and telephone support.

#### **6.8. Implications for Children & Young People/Cared for Children**

6.8.1. The Cheshire East Substance Misuse Service supports both adults and young people, and also takes a 'whole family approach'. This means that support provided to adults will also have a positive impact on the health and wellbeing of the whole family, including children and young people.

#### **6.9. Public Health Implications**

6.9.1. Housing support is a basic and fundamental need for all individuals. Evidence shows that the provision of housing support has a positive impact on the health and wellbeing of individuals. The Marmot Review, Fair Society, Healthy Lives, states that action on health inequalities requires action across all social determinants of health including home and community.

6.9.2. The Substance Misuse service provides evidence based public health interventions to support individuals with substance misuse needs. A core element of recovery capacity including housing support, which is why the two services (Housing Related Support & Substance Misuse) are closely aligned.



## **6.10. Climate Change Implications**

6.10.1. Social Value indicators including those for climate change are reviewed as part of the Housing Related Support and Substance Misuse contracts.

## **7. Ward Members Affected**

7.1. All wards are supported by the services however, Crewe, Macclesfield, Congleton and Middlewich wards are particularly affected in terms of the Housing Related Support service.

## **8. Consultation & Engagement**

8.1. A core component of the service model delivered by Emerging Futures is based on community engagement as described within this report.

## **9. Access to Information**

9.1. No additional supporting documents are included.

## **10. Contact Information**

10.1. Any questions relating to this report should be directed to the following officer:

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