



## **REQUEST 18337**

I am writing to request the following information regarding Registered Social Housing Providers (also known as Registered Social Landlords or RSLs) operating within your local authority:

1. **A list of all Registered Social Housing Providers** currently contracted or operating in partnership with your local authority and managing agents.
2. **For each RSL listed:**
  - The total amount paid to them by the local authority for housing-related services (such as rent payments, management fees, and housing benefit payments) for each of the past three financial years.
  - The number of housing units (properties) they currently manage within your local authority boundary, broken down by:
    - Property type (e.g., house, flat, bedsit)
    - Number of bedrooms
    - Tenure or use type (e.g., general needs, supported housing, temporary accommodation, or other categories)
3. **Copies of any agreements, contracts, or memoranda of understanding** between the local authority and any RSLs relating to housing provision, particularly in connection with temporary accommodation or homelessness prevention.

## **RESPONSE**

1. The following Registered Providers are working with the Council through Nomination Agreements in respect of Social and Affordable Rented (General Needs) Accommodation:
  - Anchor
  - Auxesia Homes
  - Bolton at Home
  - Great Places
  - Guinness
  - Jigsaw
  - Legal & General Affordable Homes Limited
  - One Vision Housing
  - Places for People
  - Riverside
  - Torus
  - Your Housing Group

Registered Social Landlords delivering commissioned supported accommodation/services are:

- Jigsaw
- Riverside
- Your Housing Group

Contracted funding for these services is for support provision which is recorded in the next question. This has been provided by the Housing team.

For Housing Benefit purposes the list of providers we have registered are shown in Q2.

**Registered Providers as of 11/06/2025 (List provided by the Assessments team).**

- Ability Social Housing
- Adactus
- Anchor
- Best
- Birch Housing
- Bridge It
- Dawson Housing
- District Homes Ltd
- First Priority Housing Association
- Granville Community Homes
- Halo Housing
- Hilldale
- Housing 21
- Inclusion
- Jigsaw
- Lets for Life
- Making Space
- My Space Housing
- Nacro
- Numa Housing
- Partners Foundation
- Places for People
- Riverside
- Stepping Stones
- Windrush
- Your Housing Group

2.

a. Housing Benefit payments are shown below, alongside each registered provider.

| <b>2022 - 2023</b>  | <b>TOTAL PAYMENTS</b> |
|---------------------|-----------------------|
| Anchor              | 792996.86             |
| Bridge It           | 144488.91             |
| Halo Housing        | 175735.74             |
| Hilldale            | 754928.59             |
| Housing 21          | 840173.23             |
| Inclusion           | 498308.04             |
| Jigsaw              | 2724413.68            |
| Lets for Life       | 12455.9               |
| Making Space        | 613520.4              |
| My Space Housing    | 2845297.39            |
| Nacro               | 48205.09              |
| Partners Foundation | 213794.73             |
| Places for People   | 549503.4              |
| Riverside           | 1341756.65            |
| Your Housing Group  | 1738969.57            |
| <b>TOTAL</b>        | <b>13294548.18</b>    |

| <b>2023 - 2024</b>  | <b>TOTAL PAYMENTS</b> |
|---------------------|-----------------------|
| Anchor              | 1029481.93            |
| Bridge It           | 740511.66             |
| Dawson Housing      | 720539.17             |
| Halo Housing        | 207996.13             |
| Hilldale            | 910820.33             |
| Housing 21          | 973070.05             |
| Inclusion           | 584113.8              |
| Jigsaw              | 3169439.88            |
| Lets for Life       | 13317.05              |
| Making Space        | 637354.98             |
| My Space Housing    | 2621641.12            |
| Nacro               | 58777.31              |
| Partners Foundation | 264220.75             |
| Places for People   | 463592.51             |
| Riverside           | 1442217.24            |
| Windrush            | 66838.11              |
| Your Housing Group  | 2064404.22            |
| <b>TOTAL</b>        | <b>15968336.24</b>    |

| <b>24-25</b>                       | <b>TOTAL PAYMENTS</b> |
|------------------------------------|-----------------------|
| Anchor                             | 1085419.53            |
| Bridge It                          | 1682581.96            |
| Dawson Housing                     | 2342629.76            |
| District Homes Ltd                 | 8912.34               |
| First Priortiy Housing Association | 13719.16              |
| Halo Housing                       | 242789.47             |
| Hilldale                           | 973810.4              |
| Housing 21                         | 1019418.69            |
| Inclusion                          | 612799.7              |
| Jigsaw                             | 3145492.46            |
| Lets for Life                      | 57905.45              |
| Making Space                       | 605856.39             |
| My Space Housing                   | 2186384.38            |
| Nacro                              | 85412.99              |
| Partners Foundation                | 287063.57             |
| Places for People                  | 525970.95             |
| Riverside                          | 1537132.7             |
| Windrush                           | 879748.35             |
| Your Housing Group                 | 1848037.51            |
|                                    | 19141085.76           |

Commissioned Support for Registered Social Landlords which is referenced in Question 1 is:

|                    | <b>2022/23</b> | <b>2023/24</b> | <b>2024/25</b> | <b>Total</b> |
|--------------------|----------------|----------------|----------------|--------------|
| Riverside Group    | £1,274,296     | £1,652,257     | £1,672,124     | £4,598,676   |
| Your Housing Group | £462,244       | £315,129       | £122,394       | £899,767     |
| Jigsaw Homes       | £440,087       | £476,252       | £601,373       | £1,517,713   |

- b. This information is not held by the Council. The requester could directly approach the Registered Providers operating in Wigan (see 1.) for this data.
3. Copies of all Nomination Agreements between the Council and Registered Providers – as listed at 1 are as attached.

Copies of the Specification for Supported Accommodation attached below.

# Homeless and supported Accommodation Services

## Contents

|                               |                                     |
|-------------------------------|-------------------------------------|
| Introduction                  | <b>Error! Bookmark not defined.</b> |
| Rationale for the Service     | 4                                   |
| National and Local Context    | 7                                   |
| Aims, Objectives and Outcomes | 13                                  |
| Service Delivery              | 15                                  |
| Organisation Requirements     | 21                                  |
| Governance                    | 23                                  |
| Performance Reporting         | 23                                  |
| Contract Value                | 27                                  |

# Introduction

Wigan borough is a proud place, with 14 towns and a population of 329,000 residents. We have a rich history and a vibrant sporting, arts, and cultural heritage. We have a vast expanse of green spaces, parks and leisure facilities.

Wigan is an amazing place to get things done, with a culture that fosters **positivity, courage, accountability, and kindness**, rooted in **asset-based ways of working** and **permission to do things differently**. Geographically, Wigan lies between the major cities of Manchester and Liverpool and affords great transport links, making Wigan an ideal destination to live, work and visit.

The principles of the **Wigan Deal** are well respected, and we courageously want to do more to ensure people are supported to live their best lives; being healthy and happy in ways that work for them. However, as 2024 marks 50 years since Wigan Borough was formed and the challenges and opportunities our communities are living through are significantly different to what they once were, this requires a bold response, and we are now move forward into our next phase - Progress with Unity: A New Era for Wigan Borough.

Our **New Era** is a movement for change over the next decade, it sets out to build on the success and opportunities created during the last 10 years but also incorporating lessons we have learned. Within this movement, two key missions have been identified that the us, as a council, and its partners are committed to delivering:

- **Create fair opportunities for all children, families, residents and businesses**
- **Make all our towns and neighbourhoods flourish for those who live and work in them**

These missions are underpinned by action plans that will focus on community wealth and health building, tackling long term inequalities and supporting communities to fulfil their potential. Underpinning delivery on these priority areas are a number of enabling and transformation programmes. These will strengthen our Team Wigan culture and behaviour's as well as invest in our workforce, deliver a greater commitment to neighbourhood working and person-centred services alongside deeper community engagement and a culture that embraces co-production. Throughout 'Progress with Unity' we will strengthen the way we work,

ensuring that we are following dependable ways of working which takes a person-centred approach to achieve long lasting change.

## **Rationale for the Service**

Recent years have seen the country face some huge challenges, including cost of living crisis, shortage of affordable homes, impact of COVID19 on physical and mental wellbeing, and wider lasting impact on public services. We have seen homelessness and rough sleeping become much more visible in our towns, cities and even rural areas, and the impact of which upon those individuals is significant.

There is no one solution to the challenges, and huge amounts of work has been undertaken nationally and locally to try to improve the population health and wellbeing and reduce homelessness, and its lasting impact.

Over many years we have made notable progress in Wigan in supporting people to live healthier lives. We have reduced deaths from heart disease, respiratory illness, and cancers, acting on things that cause these illnesses. These improvements have however been compromised by the pandemic and compounded by the difficult economic climate and we can't ignore for a significant number of health outcomes are noticeably worse in Wigan compared to national and Greater Manchester rates. Within this across Wigan Borough, health outcomes vary across local communities.

For the first time in decades life expectancy is falling in England and falling faster in the least affluent communities where differences in health have worsened. Overall, the health of the Wigan population is worse than England. Consequently, when compared to England, local people experience shorter lives and spend less time in good health, equating to almost a quarter of life in poor health. At birth, females in Wigan Borough can expect to live for just over 61 years in generally good health, and males for just over 59 years; this means that Wigan Borough residents generally spend many years of their later life living in poor health, beginning even from before retiring. Additionally, while both figures represent a slight improvement over the last decade, these are still far below the average in England. In a more local comparison, the North-West average for healthy life expectancy at birth (HLE at Birth) for males is 61.5 and for females is 62.4 (both higher than for Wigan).

Alcohol and substance misuse is both a cause and a symptom of homelessness. The stress of living on the streets, or the threat of becoming homeless, can reinforce the use of drugs or alcohol as a coping mechanism, trapping people in a vicious cycle. Wigan has a significantly higher rate of admissions for alcohol-related conditions than the England average. In 2021/22 there were 560 admissions per 100,000 adults, compared to 494 per 100,000 adults in England, 494 in Greater Manchester and 485 in the Northwest.

These examples highlight the imminent need for effective strategic planning and to determine what actions us, as Wigan Council, and other partners need to take to meet residents' needs. Within this service we aim to address Public Health Outcomes and address the wider determinants that impact on health and wellbeing to increase overall health of the borough and make Wigan a great place to live, work and visit.

The infographic below contains key health and wellbeing indicators for Wigan Borough. Efforts to improve health should focus on the conditions that create good health alongside the provision of high quality and accessible services.

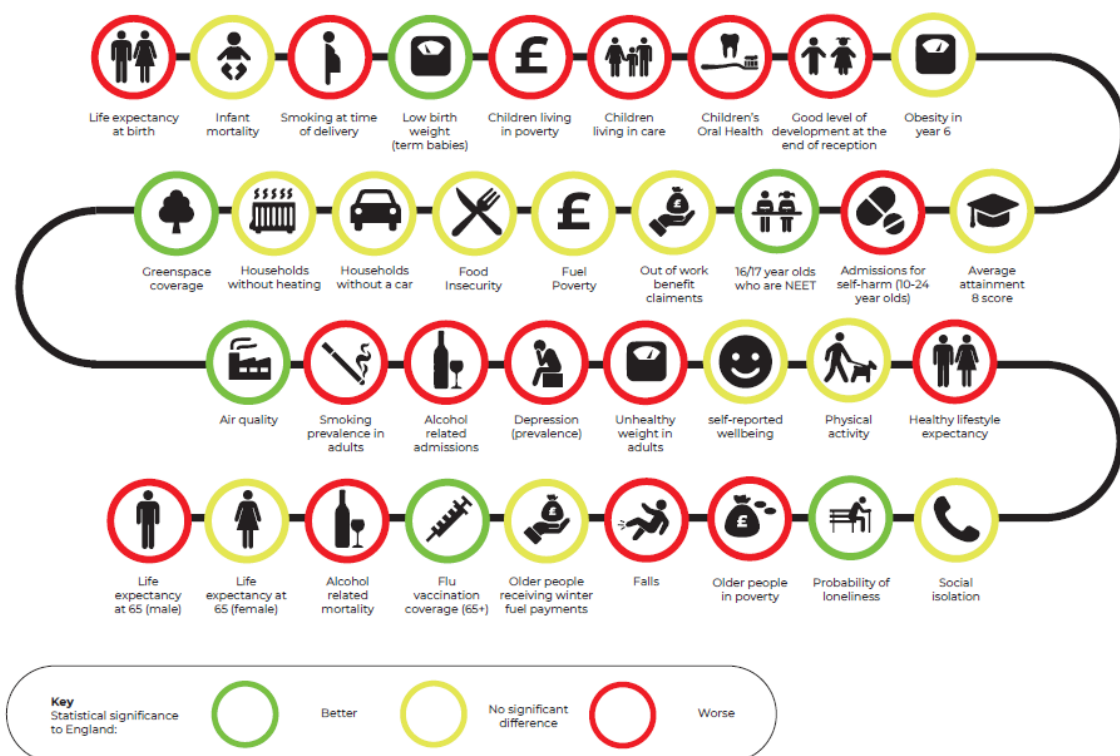




Figure One: Snake Diagram which represents findings from Wigan Borough Public Health Joint Strategic Needs Assessment

Wigan Council has invested heavily in its services for people who are facing homelessness, and who require additional support to secure and maintain effective accommodation. The wider social economic factors affecting many of our residents mean that more than ever, we need to work together to provide support and accommodation to help those who are vulnerable have the opportunity to thrive within our community.

Whilst we have significantly grown our emergency accommodation offer within recent years, we have seen an increase in the number of people presenting with additional complexities, who require settled accommodation, in a safe environment, to help them fully achieve their potential. During the period April 2023 and 31<sup>st</sup> March 2024, Wigan Council received almost 4,000 presentations from people who were concerned about their housing situation or felt they may be threatened with homelessness. Of these, over 2,500 homeless assessments were completed, for people who were threatened with homelessness or already homeless, with over 1,400 of these cases being single people, and over 900 families. The same period saw 644 households placed into temporary accommodation due to being owed homeless duties and having nowhere else to reside.

We have also increased our emergency and short-term accommodation options for single people, and currently have around 80 emergency access bed spaces within the borough, accessible for people in emergencies where they would otherwise be rough sleeping and are not owed homeless interim accommodation duties. Nevertheless, without access to effective move on pathways, our emergency accommodation options are not able to operate effectively. We are also seeing a significant number of people exiting their tenancies due to being unable to cope with the pressures of everyday life, or who require additional support to improve their mental and physical wellbeing, or deal with crisis.

Whilst we have seen an increase in emergency and supported accommodation options across borough, we have seen a decline in affordable, sustainable housing, which has impacted people's ability to cope and has seen increase in instances of crisis, homelessness and detrimentally affected mental wellbeing.

The focus of our Supported Accommodation service is to provide short term support and accommodation to those in greatest need. There will be a strong focus around rehabilitation, recovery and aspiration towards future goals and achievements. This service also seeks to deliver effective and streamlined referral pathways into supported accommodation settings,

ensuring a unity between in borough providers and services, through participation in a centralised referral pathway.

This specification details the expectations and requirements of providers to support our ambition. Our model for homeless and accommodation support services for adults and young people is focused on the principles of prevention, independence, resilience and recovery, strengthening community connections and transforming models of support to divert people away from inappropriate use of and dependence on health and social care services.

## **National Context**

The Homelessness Reduction Act came into force in April 2018. The Act modified and extended existing homelessness protection in several ways. The main changes include:

- Improved advice and information about homelessness and the prevention of homelessness. This includes extending and tailoring advice to meet the needs of vulnerable groups including persons released from prison/youth detention accommodation, care leavers, those leaving armed forces, and victims of domestic abuse amongst others.
- Extension of the period 'threatened with homelessness' from 28 to 56 days. This means the public can approach at an earlier stage in order to obtain housing advice and assistance.
- Introducing new duties to prevent and relieve homelessness for all eligible people, regardless of priority need and intentionality.
- Introducing assessments and personalised housing plans, setting out the actions housing authorities and individuals will take to secure accommodation.
- Encouraging public bodies to work together to prevent and relieve homelessness through a duty to refer.

The Government has attempted to address rough sleeping and homelessness through the provision of several funding streams such as Rough Sleeper Initiatives, Rough Sleeper Drug and Alcohol Treatment grant and wider initiatives such as 'Everyone In' during the pandemic.

More recently, the cost-of-living crisis and national shortage of quality, affordable housing is having an ongoing detrimental impact upon the ability of people to secure and sustain accommodation.

The recent change of Government is likely to mean the introduction of new legislation that may both directly or indirectly have an impact on the delivery of this service. It is therefore essential that the provider for this service can work flexibly to work with the Council and partners to respond as required.

## Greater Manchester context

In February 2015, the groundbreaking Greater Manchester Devolution Agreement between the Government, the Greater Manchester health bodies, local authorities and NHS England was signed.

The Greater Manchester Strategy holds a vision for Greater Manchester to be a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer more prosperous city region.

[Greater Manchester Strategy - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](http://greatermanchester-ca.gov.uk)

The strategy contains an action plan which sets out the major activity that is being carried out across all sectors in Greater Manchester. It also sets a timeframe for the delivery of the work. Progress will be monitored by a range of bodies, including academics, charities and policy experts.

organisations.

## Greater Manchester Homelessness Approach

As Mayor of Greater Manchester, Andy Burnham has pledged significant support to Homelessness and Rough Sleeping.

Supported by the Greater Manchester Combined Authority, Homelessness has been a priority across Greater Manchester, and there is a genuine collaborative approach to ensure best practice, innovation, challenge and reduction in instances of Homelessness.

More recently, the Mayor set out a 'roadmap for housing' in his manifesto that is now being refined, within this is a reiterated priority to address homelessness and lack of affordable housing as a key causal factor by setting out a push towards scaling up the delivery of affordable housing to address the demand for housing through a variety of models. It is likely, as this develops, new partnerships and delivery mechanisms will be implemented that will pivot on an 'all in' approach across housing providers, developers and local authorities.

The Greater Manchester (GM) approach to homelessness is framed by the GM Homelessness Prevention Strategy. This strategy sets a series of guiding missions for the homelessness and disadvantage ecosystem:

- Everyone can access and sustain a home that is safe, decent, accessible, and affordable.
- Everyone leaves our places of care with a safe place to go.
- Everyone can access quality advice, advocacy, and support to prevent homelessness.
- People experiencing homelessness have respite, recovery, and re-connection support.
- Homelessness is never an entrenched or repeat experience.

The strategy seeks to achieve these missions, by asking the ecosystem to:

- Work with **People**; being truly person-centred, building wellbeing and addressing inequality.
- Build **Participation**; where people participate in decisions that affect their lives and lived experience is highly valued.
- Embed **Prevention**; ensuring public services create the conditions for success.

The missions set out through the strategy provide the platform for the delivery of successful interventions at a GM level aimed at those experiencing or at risk of experiencing homelessness. In recent years this has included:

- The continued delivery of A Bed Every Night (ABEN) which provides support and accommodation to over 550 people who have experienced or are at risk of rough sleeping every night across GM. ABEN has been a key part of sustaining reductions in rough sleeping across GM since its introduction in 2018.
- Collaboration in co-commissioning with other public sector bodies leading to better outcomes for people at risk of experiencing rough sleeping. The HMPPS CAS system offers a three-tier structure of temporary accommodation for people on probation, prison leavers or those on bail who require public protection measures or are at risk of being homeless. Our collaborative approach has resulted in GM being one of the top performance regions nationally. It allows us to highlight what works and identify barriers (evidenced by data) for regional shared learning and better outcomes.
- The Restricted Eligibility Support Service (RESS) has evidenced significant value in innovative commissioning at a GM level to meet targeted needs. RESS is designed to support integrated, immigration-literate working across the system to maximise positive outcomes for non-UK nationals facing homelessness or homelessness risk. The service is integrated with rough sleeping pathways including ABEN and has provided 203 people with floating support as well as 106

people being supported into accommodation within its first year (2023/24).

Increasingly there are aims to build on opportunities to embed the preventative approaches outlined within the GM Homelessness Prevention Strategy. An example of where prevention is working successfully is within the Young Person's Homelessness Prevention Pathfinder. This programme, aimed at individuals between 18 – 25 offers the opportunity for further upstream support to be delivered to young people at risk of experiencing homelessness. By intervening at an earlier stage this has provided the platform for young people on the programme to either stabilise existing accommodation, facilitate access to long-term accommodation before crisis, and to offer flexible person-centred support to meet a range of other needs.

## **Wigan Context**

### **Wigan Homelessness Approach**

In Wigan Borough, there are a range of services across all sectors that address the needs of our most vulnerable residents. Recent years have seen an increase in the number of local charities and community groups that support the homeless and most vulnerable individuals in Wigan in the form of food banks, street kitchens, meal provision, clothing/toiletry donations and advice and information. The council provides and commissions a variety of services in support of homelessness including outreach, supported accommodation, supported living, extra care, social housing, sheltered accommodation, children's homes, dispersed accommodation, statutory housing and refuges.

Wigan Council has developed a number of initiatives and approaches in recent years to tackle homelessness.

- We have significantly expanded our workforce to include additional capacity for managing homelessness, supported through various funding streams including external grant funding.
- We have increased commissioning of both accommodation and support options specifically targeted at reducing homelessness and rough sleeping.
- We have developed stronger prevention focus, and have aligned specialist officers to work directly with key areas such as hospitals, prisons, care leavers and families.

- We have worked hard to reduced reliance on Local Authority Accommodation by supporting people to remain in their own homes through mediation, negotiation and financial support.
- We have developed a number of in-house measures such as our Next Steps Accommodation Project and Family leasing schemes, all focusing on additional accommodation options for people to prevent or relieve homelessness.
- We continue to work across partnership arrangements to improve and drive forwards quality standards in relation to accommodation.
- Additionally, we have developed interventions within the private rented sector (a major source of evictions and homeless presentations) working to both provide tenants with advice and support, and with landlords to understand their responsibilities – seeking to find approaches to prevent / reduce the number of presentations.

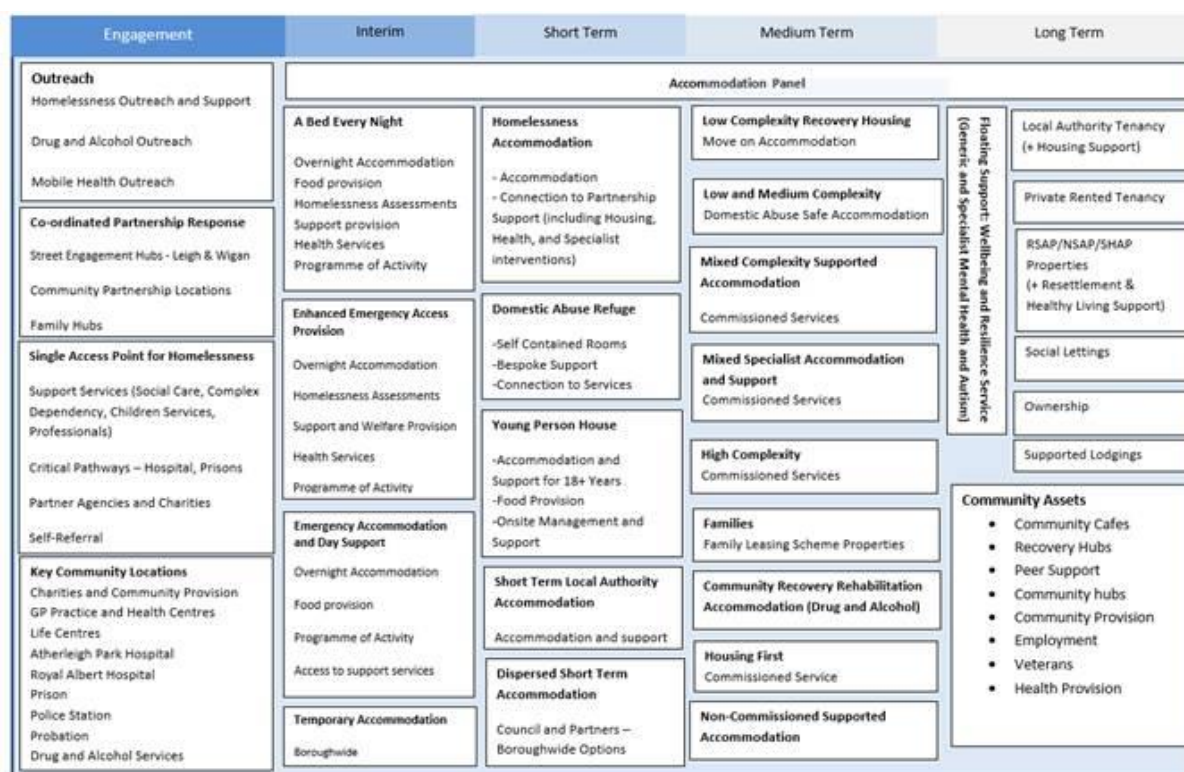


Figure one: Homeless Model within Wigan Council.

This supported accommodation service will focus on the specific needs relating to homelessness, offending, low level mental health, disability, young people, couples and veterans, drug and alcohol, this is not an exhaustive list, and the offer of supported accommodation will be open to

those with an identified need or multiple needs who will benefit from the support offered. Accessing this provision will be in line with the above model and the Provider will focus on next steps and a person's journey to independence.

Services will focus on helping people recognise and maintain their health and wellbeing.

## Care leavers

Care leavers are included as a priority group for Wigan Council. It is important that Providers understand our commitment to Care Leavers and design a service which reflects these principles.

Wigan takes its responsibility to people leaving care seriously and has developed a significant package of support designed with young people, ranging from access to accommodation, funding, support with physical and mental health, educational and training opportunities and emotional support.

People who are transitioning from Care placements need settled, secure and safe accommodation. Some of these individuals will also require additional support in order to achieve independence, identify and achieve personal goals and sustain future long-term accommodation. It is important that a range of accommodation options are available for young people transitioning from Care, and the supported accommodation services described within this specification help to ensure a variety of options to meet varying needs.

Through consultation with our care leavers, specifically around Housing, they told us the following were important to them when thinking about future accommodation.

- Safe environment
- Peace and Quiet
- Respect of property
- Clean when move in – no rubbish
- Respect for me as a person
- No bedroom tax
- Family able to visit safely



They also told us, when asked about Emotional Wellbeing, that they would like support with tenancy management and achieving independence, access to Wi-Fi and support with training and job opportunities.

## Aims, Objectives and Outcomes

The Providers will work in partnership with Wigan Council and partners to deliver quality accommodation with support to meet the needs of our borough.

There are several lots available, and these are detailed within appendices at the end of this document.

The service aims and objectives are applicable to each of the services described within the individual lots and Providers should ensure that they review and understand these aims and objectives when designing their services.

### **Service aims:**

- Prevent and reduce rough sleeping and homelessness across the Wigan Borough.
- Facilitate the provision of accommodation for rough sleepers and people who are homeless which focuses on recovery and move on to long term sustainable positive outcomes.
- Support individuals to develop life skills to achieve independent living and thrive within their communities.
- Improve health and wellbeing of residents of the borough through areas such as registration with GPs and dentistry services, smoking cessation, sexual health, alcohol and substance misuse services.
- Reintegrating people with local communities and their ability to access support networks that support sustainable living.
- Achieve regular successful move on's for clients, resulting in effective throughout and maximising opportunities for service uptake.
- Work in partnership with public and private sector organisations, charities and local communities to ensure a joined up and effective approach to supporting people, achieving move on and longer-term sustainability.

### **Service objectives:**

- Deliver quality, safe and secure accommodation.



- Provide quality, regular and **consistent, person centred** support to individuals.
- Develop a robust support plan for each individual within a set time frame, which is reflective of the **clients wishes** and **goals**, and is regularly reviewed during support sessions.
- Connect individuals to wider service provision based on client needs, in line with their support plans, with a strong focus on their **health** and **wellbeing** and **future sustainability of accommodation**.
- Develop a **knowledgeable, trained workforce** who are **actively involved** in **shaping** and **developing** services to achieve **continuous improvement**, including accessing training relevant to their role.
- Develop opportunities to include people with **lived experience** within the service delivery, either in paid roles or as valued volunteers.
- Develop a culture of **continuous improvement** which strongly reflects the **views, opinions and wishes** of clients and representatives across the service.
- Participate in strategy and operational partnership forums to ensure an effective and coordinated response to increase the likelihood of successful outcomes.
- Develop a forum which enables clients to shape and influence the service delivery, capturing their views and options and is inclusive and diverse.
- Develop a robust move on programme for residents, which raises awareness of key tenancy management areas and life skills, and upon completion of which, residents feel accomplished in managing their own property without support.
- Manage client expectations around future housing opportunities by identifying move on pathways at the point of admission into service, and having regular and honest discussions about move on, taking a positive and encouraging approach.
- Develop and provide support for volunteering, peer mentoring, education, training and work placements and effectively direct those resources.
- Work in partnership with Wigan Council, to develop a central referral pathway which sees people matched to the right accommodation, in a timely manner, reflective of their current circumstances.
- Develop a robust move on pathway by working with other Landlords to ensure a variety of move on options to allow effective throughput.
- Work closely and share information with wider services to prevent homelessness from occurring.
- Take a proactive and innovative approach to reducing periods properties are spent as void to ensure maximum value for money.
- Have in place performance management systems that will assist in the delivery and reporting of performance outcomes and support continued service development.
- To provide high quality accommodation and psychologically informed environments.

## Service Delivery

The introduction of the new model will embed the learning during the last 5 years of the service delivery and will enable us to be in a strong position to tackle future austerity and social economic challenges, by developing a forward thinking and flexible approach.

Each service will have individual requirements, and these are detailed within the individual lots, as highlighted in the appendices.

Overall, the service will focus on several themes, which have been identified as **Key Priority Areas** when designing and managing the service. These areas are described in more detail below and Providers should ensure that they form the basis for service delivery.



## Referrals

The service can be accessed by individuals meeting the following criteria:

- Those who have a local connection\* to Wigan, or those who have been deemed to be owed a housing duty by Wigan Council under homeless legislation within the Wigan Borough.
- People who are threatened with homelessness, as determined by a Homeless Assessment, which determines any duties owed to them by the Local Authority.
- People who would benefit from additional support in regard to their Health and Wellbeing and future tenancy sustainment and have at least two identified support needs.
- Over age 18 (lots 4,5,6,7)
- Any gender

\*Any instances of out of borough referrals will be flagged with the central commissioning team prior to any decisions being made, in order for the team to make checks around the local connection and any duties owed.

The provider is expected to demonstrate that they are both **preventing** and **relieving homelessness** with their allocations, and the Commissioning team will work with the Provider to develop performance measures to quantify this.

We envisage a Provider who will work positively and pro-actively with individuals who may present with some elements of challenging behaviour and/or risk.

There should be no blanket exclusions to accessing the service and any exclusion should be a last resort. Individuals may be excluded as a result of a professional Risk Assessment under which it is deemed by the Provider Management that there is no other option but to exclude. This risk assessment should detail other options which have been considered or attempted. The decision to exclude must be clearly recorded and communicated to the excluded individual together with the circumstances under which they would be allowed to re-engage with the service. Reviews of all decisions around exclusions will be undertaken as part of the contract management by the Provider.

## Support

The support offer should always meet the needs and wishes of the individual, who should always be at the **heart of the service**. Support should be consistent and should be working towards goals which have been identified by the individual and should regularly evaluate progress. Support methods should be **innovative** and designed to **interest** and **engage** the individual.

All individuals to be allocated a named support worker, who will meet with them weekly for the first four weeks of their tenancy. Support sessions can be reduced to fortnightly following this, however, only if appropriate, and should remain person led, interesting and outcome focused.

Everyone will have an active support plan, and there will be demonstrable evidence of support interaction towards defined goals.

All individuals to receive induction within 24 hours of admission into service, this would ideally be incorporated into the sign-up process.

The Provider will adopt psychological theories and methods such as Psychologically Informed Environments taking into account a person's thinking, emotions, personality and past experiences and making every effort to reduce trauma.

Resident feedback and 'I' statements should feature heavily with the design of their individual support, but also wider opportunities, policies and procedures.

## **Building Management**

The provider will be responsible for sourcing the units of accommodation and for ensuring they comply with all current building safety regulations.

There is no stipulation with regards to the buildings used to meet the required numbers as outlined in the service specification. We would like to see a mixed range of accommodation settings that supports different types of occupancy and households, such as dispersed accommodation, self-contained, shared accommodation and under one roof schemes. The accommodation must meet required housing and compliance standards.

However, there are minimum expectations required in terms of number of units as detailed within each Lot description.

As a minimum all units must be furnished, including floor coverings, fire extinguishers and white goods. Where white goods, fixtures and fittings are damaged or broken the Provider will ensure that these are replaced.

All shared units of accommodation or under one roof schemes must have access to WIFI for individual tenants. All tenants should be supported to have access to WIFI as a priority.

In line with the Council's People Powered Technology strategy, the Provider

will look to source assistive technology that supports people to live independently and will actively encourage the use of technology.

The provider will also arrange for the furnishing of communal areas including the provision of office furniture, computer network and telephone system.

All shared units of accommodation or under one roof schemes must have adequate CCTV coverage within communal areas, with appropriate signage to inform people.

The Provider is responsible for sourcing and managing the accommodation. The Provider of this service will enter into management agreements with the housing provider specific to the individual accommodation. Where the support is provided by the housing provider, the housing management agreement must complement the support provided.

The Provider is to ensure appropriate management agreements are in place for all units of accommodation and is responsible for monitoring these regularly to ensure effective performance and up to date in terms of legislation.

## **Void Management**

There is an understanding that properties will require a void period to enable health and safety works to ensure the property is of lettable standard to a new tenant. Safe, quality accommodation is very important feature of this contract, however, we also need to ensure maximise the occupancy periods of the stock within this contract. We wish to work with Providers who recognise the high levels of demand and work efficiently and flexible to minimise the time properties are spent void. We have implemented the following as requirements of this service;

- 70% of voids to be relet within a 28-day period.
- Any voids which have been unlet due to outstanding repairs or voids works or inability to source tenants for a period of 12 weeks will not be charged.

These performance indicators will be reviewed regularly with providers based on performance and affecting factors and may be adjusted where evidence indicates there is a requirement for reasonable adjustments.

Through a targeted void management process, the Commissioners will work closely with the Providers to monitor voids and maximise allocation of stock to those in greatest need. We welcome feedback and discussions at the earliest opportunity where there are challenges in void turnaround or allocation of stock.

## **Move on**

Nationally, there is shortage of affordable housing, and within Wigan, we are seeing this challenge. In order for any supported accommodation service to deliver effective outcomes, there needs to be an efficient and robust plan around achieving realistic move on for clients. The absence of effective throughput can result in increasing dependence upon support, and lack of progress towards personal goals, in addition to being a barrier to other people in greater need accessing the services.

We have implemented the following as requirements of this contract:

- The provider to ensure that all suitable applicants have an identified move on pathway prior to admission into the service, based around their affordability and personal circumstances.
- The provider to develop and implement a move on programme for residents to complete which provides education and awareness around tenancy issues and life skills, with a view to helping the individual access and sustain longer term accommodation.
- The provider to deliver quarterly move on workshops which bring together relevant stakeholders, residents and staff and deliver open discussions around the challenges of move on, generating ideas and opportunities for all.
- The successful provider to develop a move on pathway within the first 12 months of the contract, which provides access to a range of accommodation including private rented and social housing and seeks to maximise opportunities for their clients to access suitable move on accommodation.
- The service will connect individuals to the wider housing market and source the most appropriate move on options for individuals. Using a preventative approach the Provider will revisit those that move on and offer a check in service post tenancy to ensure people are continuing to live independently without the need for further support. The aims being to alleviate additional pressures on wider services and the possibility of repeat presentation at emergency homeless provision and supported accommodation.

## Co-Production

Clients should feature at the heart of the design of the service, and remain at the centre of future service delivery. We expect Providers to have knowledge of working with clients who need support, and to be excellent at involving clients in the design of services.

There should be regular sessions to capture feedback, and this should be both formal and informal. Feedback should be reviewed and shared where appropriate and should always be acknowledge and acted upon.

The Provider will be expected to develop a client led service development plan which should include regular opportunities for clients to input their views through a range of different channels.

A resident's board or steering committee would help to shape and influence and would provide an excellent opportunity for clients to come together. However, the Provider would need to ensure that **all** clients have had opportunities for their voice to be heard, so there should be a range of easily accessible channels to capture feedback.

## Health and Wellbeing

The Provider will work with other parties and specialist services to enhance local health and support provision. Partnerships will work intensively to reduce the health harms and risks related to homelessness.

The Provider will work closely with commissioned services and as part of the case management gather a full picture of a person's needs, where a person is supported via drug and alcohol services, and/or has a diagnosed chronic condition (including blood born viruses) alternative methods of support may be offered inclusive of home visits. The Provider will ensure staff attend Naloxone training and implement this training to reduce the likelihood of drug related deaths.

The Provider will work within a wider network of Public Health Professionals to promote and assist clients access opportunities with regards to improving Health and Wellbeing. Examples include promoting smoking cessation clinics, access to physical activities, support to register and attend GP/ Dentistry services, education around sexual health, substance and alcohol.

The Provider should ensure an early intervention approach which focuses on supporting educating clients around areas of Health and Wellbeing and empowers them to have better understanding around these issues, services and how to access support in a timely manner.

## Organisational requirements

### Safeguarding Vulnerable Adults

The Provider will be accountable to Adult Safeguarding Board and will work within the Safeguarding Adult Board guidelines and ensure that all staff have attended training on adult safeguarding and are conversant with and adhere to the multi-agency safeguarding adults' protocols. Please visit the following for any further details:

[Wigan policy and procedure \(wigansafeguardingadults.org\)](http://wigansafeguardingadults.org).

Adult Safeguarding work encompasses all the areas of work which enable an adult to retain independence, wellbeing and choice. It is about ensuring good environments and systems that prevent abuse and neglect from occurring as well as promoting good practice across all agencies for responding to concerns when they are raised.

Everyone has the right to live their life free from violence and abuse. That right is underpinned by the duty on public bodies under the Human Rights Act 1998.

The Care Act (2014) includes the concept of 'Making Safeguarding Personal' (MSP), where the Local Authority has a responsibility to ensure that it operates in a person-centred manner to ensure Section 42 enquiries are managed in a meaningful, respectful and purposeful way for each individual affected.

The Care Act (2014) places a duty on the Local Authority as the lead organisation, to co-ordinate the response to make enquiries into safeguarding adult concerns if it reasonably suspects an adult is at risk, being abused or neglected, by identifying the most appropriate person to investigate the concern. Where relevant, staff will be involved in the Sec 42 Enquiry and be required to attend Case Conference, where it is established (on the balance of probabilities) whether abuse has occurred, not occurred or inconclusive. The role of the case conference is to agree in a multi-agency forum the ongoing management of risks via the formulation of a shared Protection Plan.



## Safeguarding Vulnerable Children

Safeguarding is everyone's responsibility; we want to make sure Children and Young people feel safe and cared for in Wigan. Where the service delivery relates to Children, Young People or Families, the Provider will work within the Wigan Safeguarding Children's Partnership guidelines and ensure all staff are conversant with the guidelines, comply with them and have completed the required safeguarding training. [Wigan Safeguarding Children's Board - Homepage \(wiganlscb.com\)](http://wiganlscb.com)

In line with section 11 of the Children's Act 2004 the Provider will ensure their functions are discharged with the need to safeguard and promote the welfare of children by actively contributing to the development of needs assessment, strategies, protocols, training and other measures to further the safeguarding children response across the borough and by ensuring staff work with children and families in a child-centred way, which focuses on positive outcomes, is evidence based and takes account of the developmental needs of children.

Where relevant, staff shall be involved in and contribute to section 47 Safeguarding Children enquiries and attend safeguarding children case conferences, reviews and core groups.

## Corporate Parenting

As a member of Team Wigan, Providers of commissioned services in our Borough have a responsibility for the children who are brought into the care of the local authority as part of our role as Corporate Parents.

We are very proud of all the children in our care and as corporate parents throughout the work you are doing, don't forget to regularly ask yourself "If this were my child, would it be good enough?"

Providers of services relevant to children have a duty to ensure that they actively champion our children as well as ensuring any policies and procedures do not present barriers to disadvantage them.

A strong ethos of corporate parenting means that sense of vision and responsibility towards the children we look after, and their care leavers is a priority for everyone. Looked-after children have the same needs as other children; to be loved, cared for and feel safe.

# Information Governance

IT procedures which involve the processing of personal data must be fully compliant with UK General Data Protection Regulation, the Data Protection Act 2018, the Caldicott Principles and associated guidance.

Data sharing for the purposes of Community Safety must also comply with the overarching powers of the Information Commission.

The Service Provider will be required to comply with and adhere to the General Data Protection Regulations (2018).

The new law requires Wigan Council, as a Data Controller, to ensure that all organisations who process personal data on our behalf (Data Processors) are fully aware of their legal responsibilities and are processing in line with the law and our requirements.

## Performance Reporting

The Provider must achieve continuous improvement in the quality of service measured by internal review and reviews by the Council and feedback back from past and present service users, with a particular focus demonstrating long term outcomes and sustainability.

The Provider will be required to send a quarterly governance report to commissioners which cover the following areas as a minimum:

- Client feedback
- Staffing including vacancies and sickness
- Policies and procedures are up to date, accurate and relevant
- Property standards
- Incidents
- Safeguarding
- An audit and risk register
- The aims and objectives of the service are being met, or there is an effective plan in place to achieve.
- Case studies

The governance report will be completed each quarter by the Provider's Service Lead and will be returned in line with the Commissioning Teams Performance Management Process.

A contract meeting will then be held to review the information supplied, discuss any good practice and identify any areas of concerns.

## Governance

The Provider is expected to develop robust governance arrangements and evidence these through policies and procedure which will comply with relevant national guidance.

This will be supported by the Commissioning Team Contract Management Process, which will actively seek evidence of governance arrangements.

## Partnership working

The Provider will work in partnership with Wigan Council, partners and the wider community to deliver the vision for homelessness and will consider all opportunities to enhance the aims of the service outcomes as detailed in this specification. The Provider will ensure that the service design and delivery is transparent, and the Provider will be demonstrably accountable to all partners and the communities they serve.

The Provider will adopt a partnership approach to delivering the new contract and will work with Commissioners to ensure that partnership targets, expectation and statutory requirements are met. The Provider will also contribute to the development of shared protocols that are appropriate for those individuals accessing the services provided.

Partnership working will underpin individual support plans, it is crucial that the Provider links with partners to develop a holistic support plan ensuring specialist support is in place where required. It is equally important that the partnership model is strengthened to improve outcomes for individuals, the Provider must be recognised a key partner in the community, the Provider will have extensive knowledge of the communities served and the assets that can support individuals in a move towards independent and sustainable living.

Commissioners will ensure that the Provider is introduced to wider commissioned services and partner agencies.

## Workforce

In delivering the outcomes, the Provider will ensure service delivery is underpinned by a set of values and characteristics that support the principles of the Council's **New Era – Progress with Unity**.

The service and its workforce are required to exhibit the BeWigan and BeWigan Manager behaviours. The BeWigan behaviours are a guide to how employees are expected to approach their work to enable them to achieve

positive outcomes and employ a solution-focused attitude. The four behaviours underpinning it are:

**Be Positive** is all about taking pride in what you do, where you work and the service you offer to our customers. It's also about celebrating our achievements and recognising a job well done

**Be Accountable** is all about how we deliver our services, how we can work with partners and colleagues in a smarter way and the ways in which we can commit to making improvements

**Be Courageous** is all about being open to doing things differently and being prepared to have a different conversation.

**Be Kind** – Be helpful, generous and thoughtful towards yourself and others.

Any line managers in the service are expected to demonstrate the BeWigan Manager behaviours which help staff to be the best that they can be. The three manager behaviours are:

**Inspire** - leading by example and helping others to see the bigger picture

**Care** - showing genuine concern for people as individuals and valuing their contribution

**Engage** - connecting with others both within and beyond the organisation.

The Provider will ensure that all staff and volunteers fully aware of individual service specifications and are performance managed according to the performance management requirements of each individual service.

The Providers will evidence that the specification has been made available and circulated in full to the whole workforce inclusive of sub-contractors, and that individual staff understand the aims and objectives fully.

There is an expectation that all Providers staff will participate in Wigan Council's Be Wigan experience training which will be arranged by the Commissioning Team.

## Community Wealth Building

All Contractors to Wigan Council must commit to employing the highest ethical standards in every area listed in all sections of the Council's Ethical Commissioning and Social Value policy, in their own operations and those within their supply chain. In addition, social value principles and practices apply to Contractors and their supply chain ensuring maximum benefits are gained for improving economic, social and environmental wellbeing.

The Greater Manchester Local Authorities are committed to acting in a socially responsible way and to influence others with whom we work to do the same. Community Wealth building focuses around achieving maximum possible value from every pound of public money that we spend. This means taking into account the cost of each contract, but it also encompasses a broader evaluation of the value of each contract, including the wider social, economic and environmental outcomes each contract can deliver.

Greater Manchester Combined Authorities have agreed the following social value policies:

- promote employment and economic sustainability;
- raise living standards;
- promote participation;
- build capacity and sustainability of the voluntary and community sector;
- promote equity and fairness;
- promote environmental sustainability

## **Charges and Payments**

Where applicable the Provider shall invoice the Council for payment of charges in arrears at the end of each month. The local authority will make any payments within 30 days of receipt of undisputed invoices raised by the Provider.

The Provider will adjust invoices based upon any instances of properties being void for a period of 12 weeks or longer to ensure this is not charged.

## **Branding and Public Relations**

Development of corporate branding should be in negotiation with the Council. The Provider should develop a Communications strategy to ensure that all staff, key partners, local community and service users have an opportunity to understand the model for service delivery and the philosophy of the new service.

Building productive working relations with partner agencies including identifying key relationships between the Provider's senior management team and other agencies

## **Premises and Equipment Costs**

The Provider will ensure that building repairs and maintenance will be undertaken in line with their Housing Management agreements and are compliant with housing standards requirements.

The pricing document will include indirect costs such as telephone costs, insurance, health & safety, replacement of furniture and fittings, and all consumables required for the smooth and efficient operation of the service.

The bidder will outline any additional funding that can be achieved as part of the service delivery. This will be included in the written submission.

### **Contact Variations**

Any variations to this contract will be in agreement with both parties and agreed in writing.

The service will be initially reviewed six months prior to the option to extend.

### **Set-Up Costs**

No additional funds are available to support set-up costs above and beyond the budget allocation.