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Using data to inform future service delivery

**A brief overview of the approach in
Manchester City Council**

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Homelessness Services

What I'm going to cover

- A brief overview of the work that MCC are undertaking
 - Background & historic position
 - Homelessness Dashboard and data collection
 - The Homelessness Reduction Act Implementation
 - Homelessness Strategy Review and Development
 - Allocations Policy Review



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Why do we need to use data?

Background

- Homelessness Service in Manchester
 - Regional centre of Greater Manchester
 - Approx. 6000 approaches for assistance each year
 - Approx. 1500 households in temporary accommodation
 - Significant rough sleeper population
 - A very busy service!
- Decent prevention numbers...
- Throughput in TA ok...
- *We must be doing good work, right??*

2012/13 – a changing picture

- Rough sleeper numbers rocket – an increasing and visible issue
- Prevention outcomes decrease
- Increase in use of temporary accommodation – numbers of households and length of stay
 - particularly leased dispersed accommodation and out of borough accommodation
- *What's going on?*

Developing the response

- Service level data and information lacking
- Not much performance monitoring and few KPI's in place
- Lack of intelligence and real time information on rough sleeping population
 - abortive SIB work
- No real service level detail in place, other than the P1e returns
- *We need to access & use better information*



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Homelessness Data Collection & Dashboard Development

Performance and Intelligence Service

- Vision:
 - *“To ensure decision makers in Manchester are assured that the business is operating smoothly and that they have the evidence, intelligence and information they need to make decisions which have the most positive and effective impact on the city’s priorities”*

Homelessness Data Diagnostic

- Analysis of the service in respect of data collection, recording and data quality
- Aim to identify the operational and strategic performance data managers in the service need
- Developed and reviewed the Homelessness Dashboard – streamline and improve the intelligence

Homelessness Dashboard

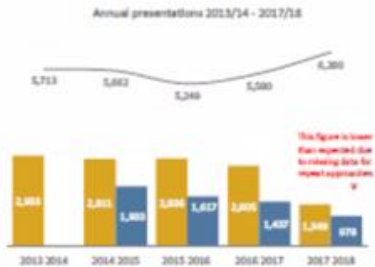
- Monthly and quarterly data collection from teams and services across the division
- Homelessness, Commissioning, Strategic Housing
- Input from Performance, Research & Intelligence colleagues in data collection and analysis

Presentations

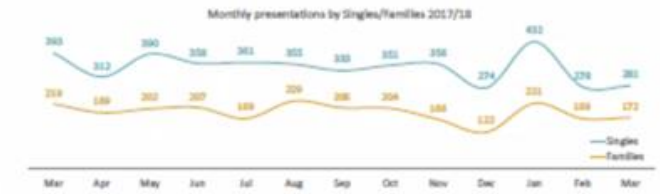


Presentations for March have been the **lowest for the year overall**. A total of 453 presentations with 23% going on to apply as homeless.

There is an **ongoing issue** in relation to the reporting of repeat approaches which it is hoped will be resolved soon.



In 2017/18 there has been a **significant increase** in presentations from the previous year. Annual presentations show an increasing trend, but the overall numbers are broadly in line with historical annual figures.



Presentations for February and March were very similar and since November numbers appear to be decreasing quite significantly. The only anomaly to this is January which has always seen greater numbers of people presenting. This can be linked to the increased numbers of people presenting due to possession/eviction.



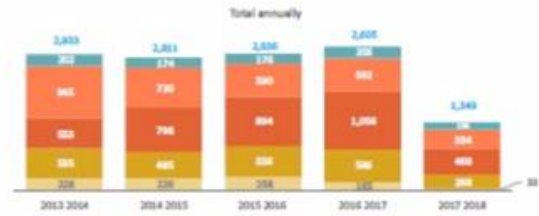
The single largest reason for homelessness in Manchester remains possession/eviction, and within that subset the biggest reason is no fault evictions where landlords serve tenants a section 21. This reflects the national picture, with homelessness due to loss of a private rented sector tenancy now being the main reason for homelessness.

March has seen a marked increase of 34% in presentations due to possession/evictions we have also received an increase in notifications from mortgage companies who are taking court action to regain possession, this indicates the difficulties faced by households in securing and sustaining affordable, suitable PRS accommodation in a local market where housing demand and affordability of accommodation are increasingly acute issues.

Outcomes of presentations

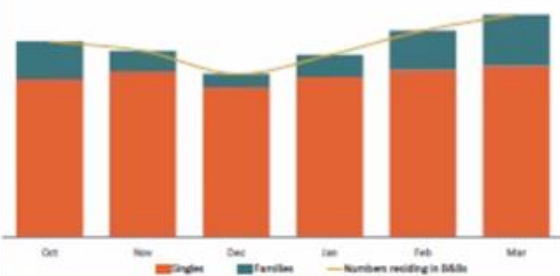


As a percentage and when compared with previous months the decisions are comparable, with the exception of the eligible not homeless decision which includes successful prevention cases, however this is due to change in April 2018 when the Homelessness Reduction Act will be implemented meaning that all homelessness prevention outcomes will be recorded separately. Whilst there is still a long way to go this is an encouraging sign and a strong indication that the investment and change of focus within NPAS is starting to show results. There also seems to be a sharp increase for March regarding intentionality decisions in comparison to the previous month this is likely to be due to have additional staff in post and enabling them to complete cases.



B & B Accommodation

B&B residents 2017/18



February and March saw a slight decrease overall in the numbers booked into B&B but the actual numbers of both singles and families in the B&B in month and increased steadily through February and March. This increase can be attributed to a shortage of suitable move on self contained dispersed accommodation. Whilst the service has increased the number of providers to fit there are still significant difficulties procuring sufficient properties of an appropriate size and quality in the Manchester area.

Moving forward, as it becomes more difficult to procure properties in Manchester and the restrictions on procuring properties in some parts of Greater Manchester, it is likely that we will see an increase in both the numbers in B&B, the time spent in B&B and the associated costs to the Council.

Housing related support Accommodation

Reasons for leaving Housing related Support Accommodation 2017/18



Data for housing related support accommodation available on a quarterly basis and 6 weeks in arrears.

Acquisitions of 4+ bedroom houses



4 purchases taking place - offers have been accepted. The other 16 properties were not progressed for a variety of reasons. These include: property not suitable due to poor condition, 2 offers were rejected, owners withdrew the property from sale, and some properties had tenants in situ. 3 properties were not deemed suitable due to a lack of local amenities.

Temporary Accommodation

Numbers entering and leaving Temporary Accommodation



Figures for moving in and out of our temporary accommodation schemes remain fairly constant over the last 2 quarters; averaging 54 people moving out of our internal accommodation per month during the last quarter, and 54 moving in.

During March we increased the capacity by reopening 1496 Ashton Old. This will provide a further 13 bed spaces for single homeless men, and will serve as stepped accommodation, linking with existing projects Woodward Court and Shared Housing, as well as strategies for moving on from bed and breakfast accommodation and rough sleeping.

Total numbers leaving to be rehoused from our schemes has shown a decrease between quarters 3 and 4. It is expected that referrals to bridge it and the singles dispersed scheme will increase over the coming months, and so increasing the flow through our own temporary accommodation.

Monthly snapshot of numbers in Temporary Accommodation 2017/18



Reasons for leaving Temporary MCC accommodation 2017/18



An important issue remains the number of people with high support needs in our singles temporary accommodation relating particularly to mental health and substance abuse. These issues present challenges for staff in terms of providing support for residents and also in establishing appropriate move on plans. Work is underway to bring appropriate services into schemes to help provide support for residents. The leave of move on for people with complex needs and behaviour remains a significant challenge.

Homelessness Dashboard

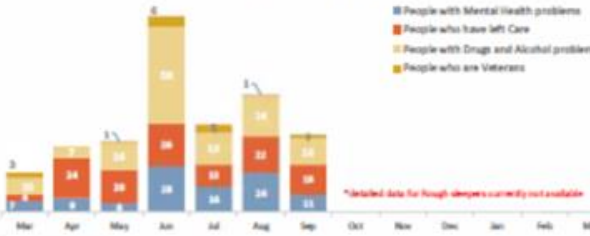
Adults PRI

Rough Sleepers

Monthly rough sleepers head count 2017/18



Rough sleepers data 2017/18



Annual rough sleepers head count figures 1996 - 2017

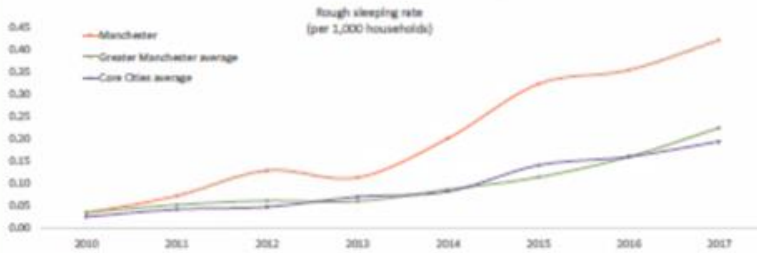


The large increase in rough sleeper numbers was attributable to a number of additional clients being in the city centre in the weeks immediately preceding the count, who were utilising the cold weather provision. A combination of a city centre site accommodating over 75 people per night, increased street begging activity during evenings when there were severe weather conditions and the prevalence of Spice dealing and use in the city centre all appear to have led to this marked growth in the rough sleeping population.

Increased intelligence gathering within rough sleepers team and partner agencies has taken place in the succeeding weeks, in order to establish the root cause of the rise in numbers, and a further count will take place on 26th April in order to ascertain if the increase was indeed attributable to issues arising from the severe weather period, or whether there is an upward trajectory, in which case further work will be undertaken to find solutions to this.

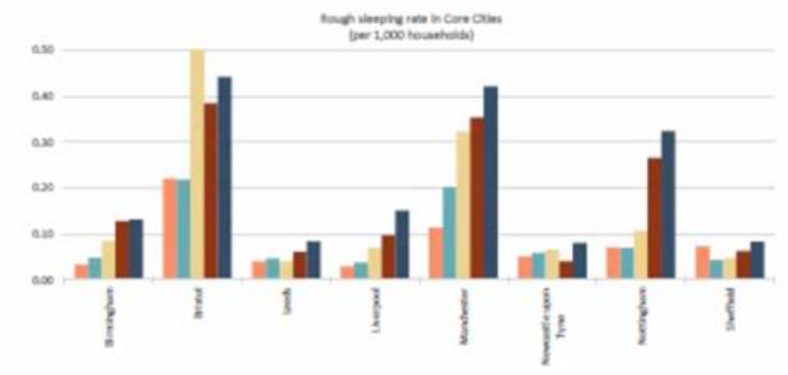
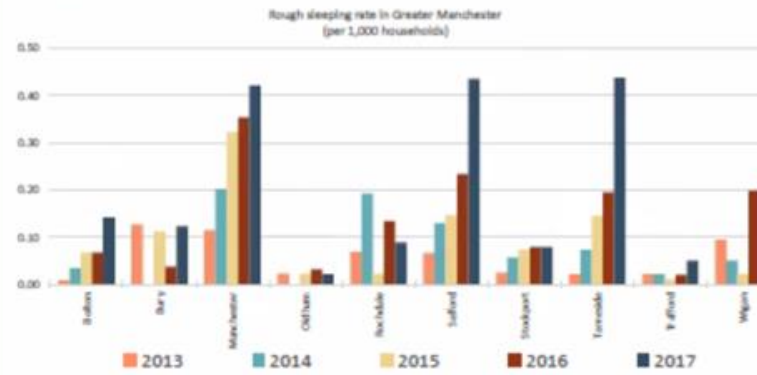
Manchester has more or less followed the trend of rough sleepers in England, ranging from a low of 0.4% in 2010 to 3.5% in 2004 of the total number of reported rough sleepers in the annual head count. Since 2013/14 the annual count of rough sleepers in Manchester has increased from 24 to 78 (225%). The increase since last year has plateaued at 11%.

Nationally the increase between 2013/14 and 2015/16 is 48% compared to Manchester



Rough sleeping rate (per 1,000 households) compares the headcount as a proportion of households in each authority.

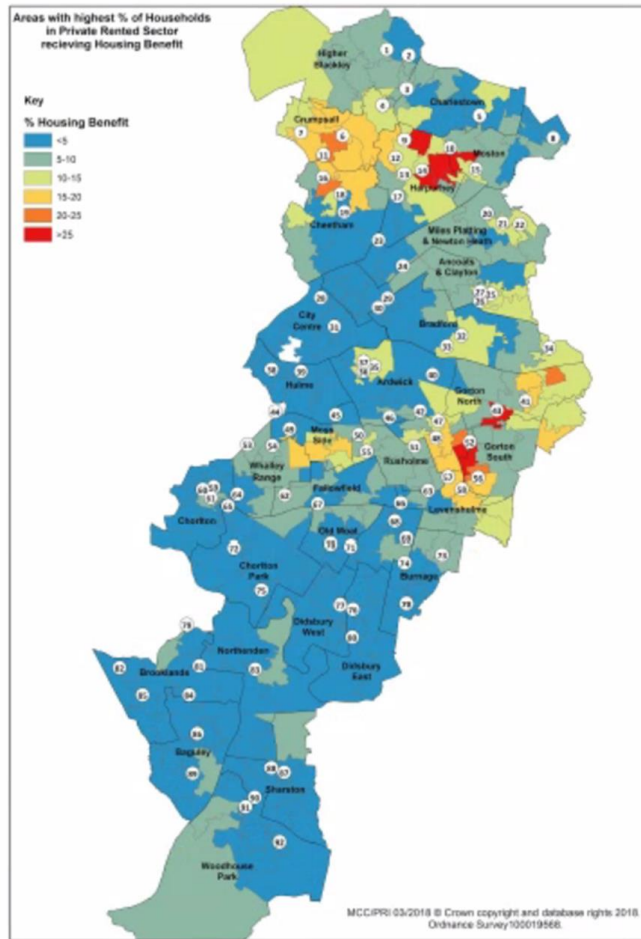
Although compared with Greater Manchester and Core City averages Manchester rate has increased more steeply since 2013; Manchester's rate is similar to that of Salford, Tameside, Bristol and Nottingham as is shown on the more detailed bar graphs below



Homelessness Dashboard

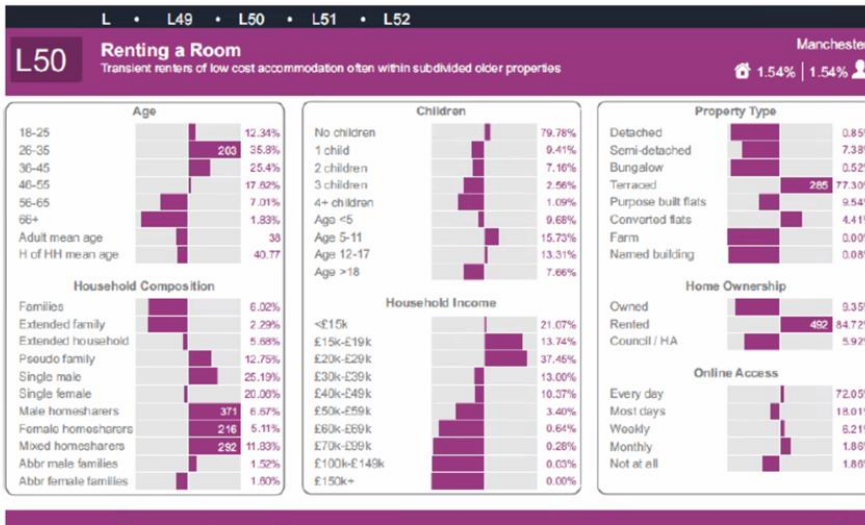
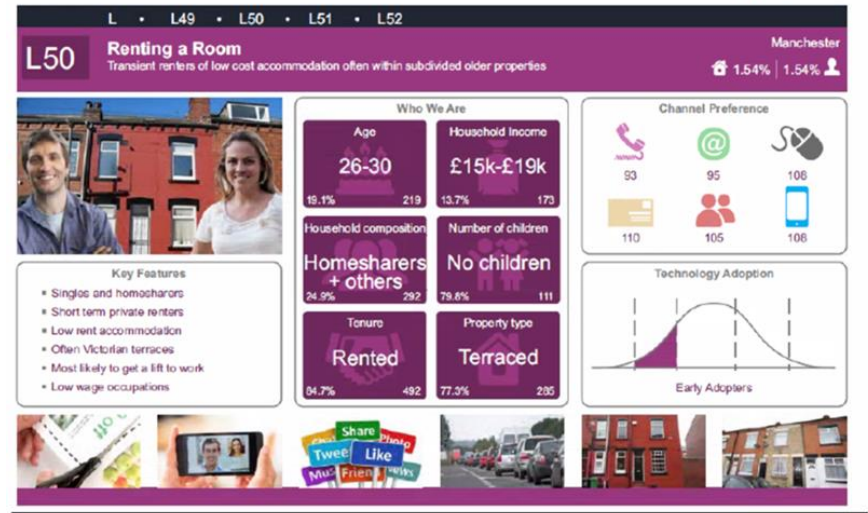
- Monthly Homelessness group meetings – high level scrutiny of dashboard
- Monthly Homelessness Officer Group meeting
 - Chaired by deputy Chief Executive
 - Dashboard information standing item
- Developing performance culture throughout service
- Also useful as a baseline for wider data analysis work in the service

Identify which locations are in proximity to higher risk areas. Could similarly identify libraries and other locations in proximity.



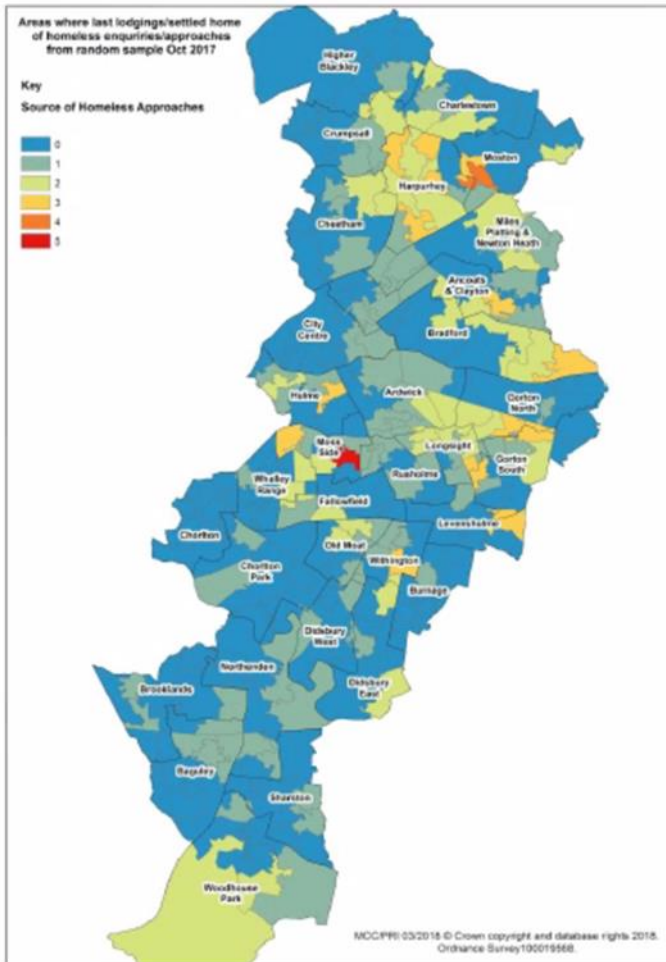
- Loss of tenancy in PRS now main reason for homelessness
- Various pieces of ward profiling taking place
 - *(tenants in receipt of LHA)*
- Link into Early Help Hubs
- Early intervention and prevention delivered from hubs in local areas?

- MOSAIC profiles
- Experian data



- Develop a profile of households who rent in Manchester

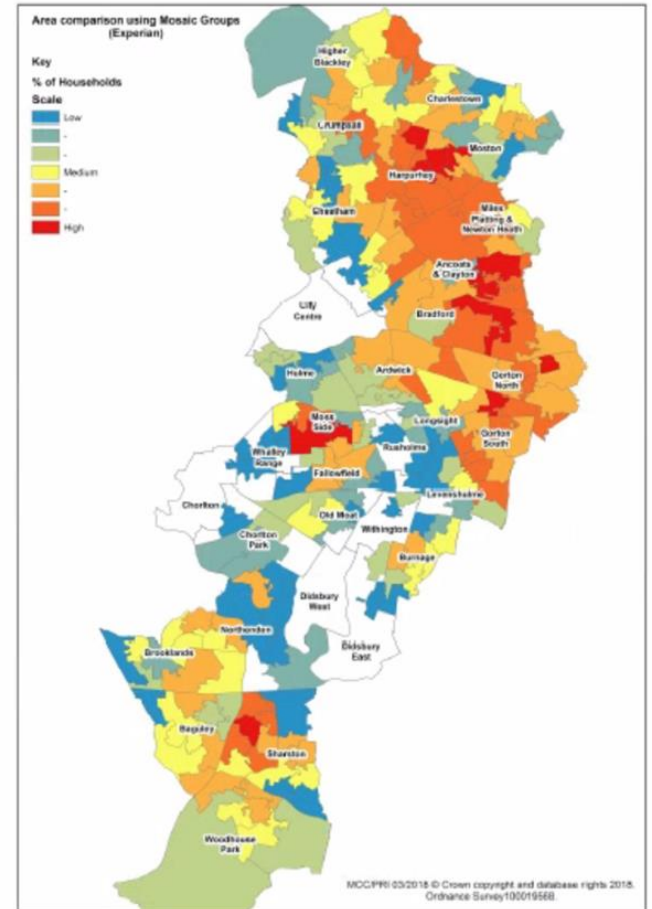
Areas which were identified as last settled home lodgings of persons approach the homelessness service (Random sample of 300 cases from October 2017)



Areas generating most approaches to the homelessness service

- Profile of renters
- Last settled address from sample of applications

Map of areas with similar Geodemographic composition to the areas generating the most approaches to Homeless Service based on Mosaic Groups.



Use of ward profiling

- Commissioning and delivery of specialist advice agencies
- Local area hubs – Early Help
 - Now – families
 - Future – adults?
- Potential of local hubs for delivery of homelessness prevention service?



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Homelessness Reduction Act Implementation

Homelessness Reduction Act

- Assessing the impact:
 - Internal data on households in the City
 - London Councils Report – costs
 - Benchmarking and discussions with other LA's

Manchester Households at Risk of Homelessness

56,762 households due to transfer to Universal Credit

Plus non Manchester households will be eligible under the new Prevention Duty

A recent case analysis of approaches to homelessness showed **17%** were from outside of Manchester

28,743 households ranked with Financial Stress at a 'Very Difficult' level

6,949 households classed as Destitute. Unable to buy the absolute essentials to eat, stay warm/dry and keep clean

3,289 households at immediate risk of eviction

1,185

Sofa surfers and squatters



Data sources

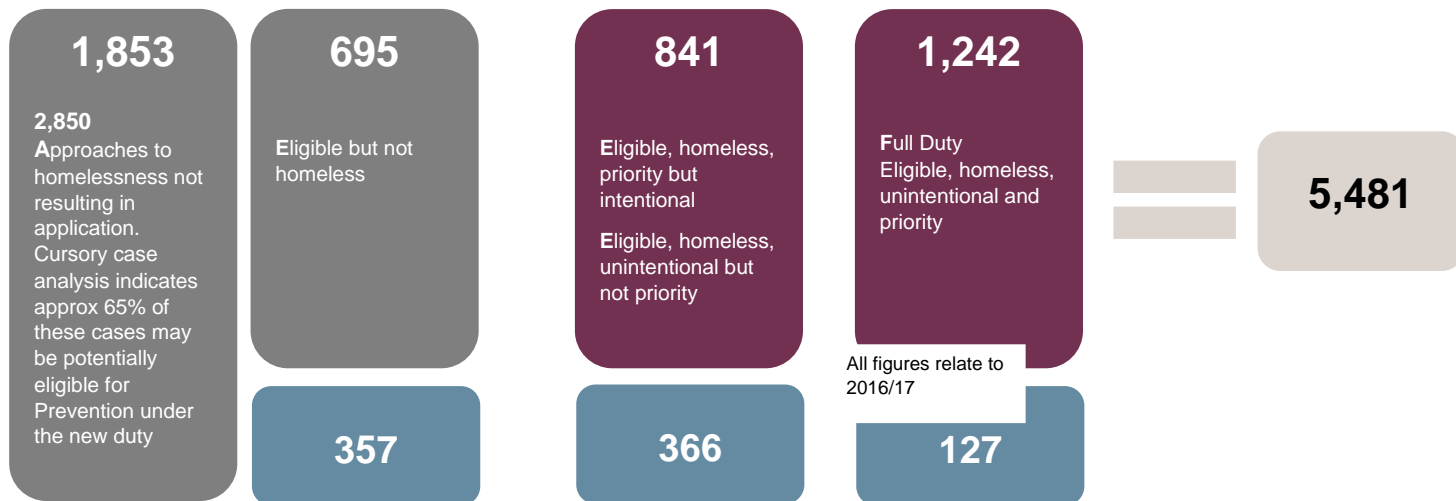
- Universal Credit – MCC benefits data
- Financial stress - CCJs. Information taken from Experian TGI, Mosaic 2017
- Destitution - *Destitution in the UK* report (Joseph Rowntree Foundation) with P1E data
- Immediate risk of eviction –
 - Ministry of Justice – data on Possession Claims and Suspended Orders
 - Notice to Seek Possession data for the 5 largest Social Landlords in Manchester
- Squatting –
 - Rough sleeper service intelligence
 - *Homelessness Projections: Core Homelessness in Britain*, Crisis report Aug 2017

HRA Impact

- Estimated all potential approaches to homelessness service to apply estimated increases following the introduction of the Homelessness Reduction Act (Included numbers from Housing Related Support Services)

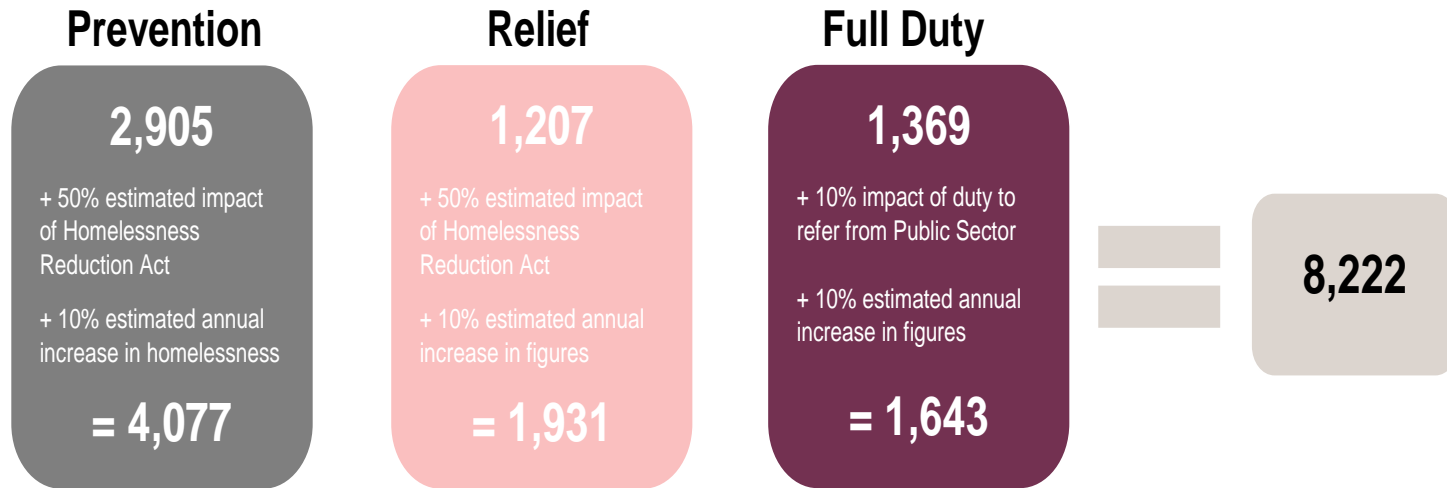
Prevention = 2,905
Full Duty = 1,369

Relief = 1,207



HRA Impact

- Applied an increase of 10%:



HRA Response

- From the impact assessment impact of implementation & associated costs:
 - 39 additional staff in roles across the service
 - New HRA compliant commissioned services in place
 - Young People
 - Refugees
 - Training offer in place across city
 - New Information systems
 - Temporary accommodation costs – future service remodelling



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Homelessness Prevention Strategy

Strategy Review & Development

- Manchester is currently developing the City's new homelessness prevention strategy
- The work with PRI, and the data collection and analysis is helping to inform;
 - Review of the current strategy
 - Evidence base for the new strategy
 - Aims within the strategy

Strategy Delivery

- The Manchester Homelessness Partnership established Manchester's Homelessness Charter
 - Develop new approaches to reduce homelessness
 - Multiple Action Groups
 - Involvement of people with personal insight into homelessness
- The City's Homelessness Strategy represents an expansion of the commitments and pledges made through the Charter
- Data analysis allows us to demonstrate what we can commit to as a city



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Allocations Policy Review

Allocations Policy

- Last significant review of Manchester's Allocations Policy in 2012 following Localism Act
- New review of allocations scheme underway – expected to complete Autumn 2019
- Implemented some ‘quick fixes’ to take account of HRA duties – will be fully incorporated as part of overall scheme review

Data analysis with Allocations Review

- User front end of Pt VI Allocations IT system – limited reporting functions
- Copy of back office data bank
 - Patched other software onto this (SSPS)
 - Allows us to build more extensive reports
 - Model data to assess impact of any proposed changes to the scheme
- Exploring possibility of taking the same approach with our new Pt VII Homeless IT system



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Discussion Points

Discuss

- What is your local authority / agency doing in this area of work?
- Can you share any good examples of service improvement?
- Do you anticipate any challenges to overcome?
- How are you approaching recording of prevention work from partners?

Any questions?

