Committee:	Dated:
Homelessness and Rough Sleeping Sub-Committee	4 October 2021
Subject: Rough Sleeping Initiative Grant – Performance Monitoring Summary	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**1, 2, 3, 4, 10**
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Andrew Carter, Director of Community and Children's Services	**For Information**
Report author: Will Norman, Head of Homelessness, Prevention and Rough Sleeping	

Summary

At the June 2021 Homelessness and Rough Sleeping Sub-Committee, Members asked for a summary of how the various Rough Sleeping Initiative (RSI) grant funded interventions are performance managed. This report providers Members with that overview.

This report offers Members a summary of how performance is managed through a number of different models including Key Performance Indicator (KPI) frameworks, written reports, appraisal processes and financial reporting.

Recommendation

Members are asked to note the report

Main Report

Background

1. In April 2021, the City of London was awarded an RSI grant funding allocation of £1,070,224. This is the fourth annual allocation the City has received and the largest allocation to date.

2. Fourteen interventions are funded across at least eight different organisations.

Current Position

3. RSI funded interventions can be broadly grouped into three categories; personnel (City of London and external); additional resource (funding used to sustain or increase capacity somewhere); and service delivery (discrete project or work programme delivery).

4. Financial reporting is arranged through dedicated cost centres and budget reports are created by our business partners in Chamberlains. Our progress in spending the full grant forms part of our feedback to our RSI advisor.

5. The following table was presented to Members at the June Homelessness and Rough Sleeping Sub-Committee. The additional column shows how each intervention fits into one of these categories:

	Intervention	Provider	Category
1	**Additional Outreach Worker**	Thames Reach	Personnel
2	**Outreach Senior Practitioner**		Personnel
3	**Mobile Intervention Support Team**		Service delivery
4	**Personalisation Budget**		Additional resource
5	**Rough Sleeping Co-ordinator**	CoL	Personnel
6	**Carter Lane Hostel**		Additional resource
7	**Tenancy Support Officer**		Personnel
8	**Pathway Liaison Officer**		Personnel
9	**LBTH/CoL Navigator Service**	St Mungo's	Service delivery
10	**City Travelodge**	Travelodge	Additional resource
11	**Anchor House EU beds**	Caritas	Additional resource
12	**Psychotherapy Service**	Providence Row Charity	Service delivery
13	**Ad-hoc Emergency Accommodation**	Various providers	Additional resource
14	**EU Advisor**	TBC	Service delivery

6. Our performance in delivering against Ministry of Housing, Communities & Local Government (MHCLG) objectives can be set out in the following way:

<u>Personnel – City of London</u>

7. The Rough Sleeping Coordinator (RSC) role has been funded by RSI since the first RSI grant allocation in 2018/19. MHCLG objectives in this area are to support local authorities with additional co-ordination capacity to deliver more complex and varied rough sleeping programmes. MHCLG's primary concern is that the post is filled, and this is monitored through spending reports back to MHCLG. The post-holders performance is monitored internally through the City of London's performance management, constant professional development and appraisal frameworks.

8. A Tenancy Support Officer role, with a specialism in rough sleeping, was added to our RSI proposal for 2021/22. The role, which is an addition to our existing Tenancy Support Team, was identified as being critical to the delivery of our COVID-19 Recovery Plan in the short term and our expanded supported accommodation pathway. We report back to MHCLG that the role is filled in the same way as other City of London posts. Performance against objectives are managed within performance management, constant professional development and appraisal frameworks.

9. The Pathway Liaison Officer role was another created for the 2021/22 RSI proposal and closely linked to the COVID-19 Recovery Plan and supported accommodation pathway. This role is currently vacant until the Target Operating Model has completed the consultation/implementation phase. Reporting to MHCLG and performance management works in the same way as the previous two roles.

<u>Personnel – external</u>

10. We have increased the size of our Outreach team with the addition of two workers – an extra Outreach Worker and Senior Practitioner. Both roles carry a caseload and the Senior Practitioner has additional duties in support of the Team Manager. The impact that individual roles have can be hard to quantify, however, the Outreach team is performance managed through a 27-point KPI framework. Progress is reviewed quarterly through minuted contract monitoring meetings.

<u>Additional resource</u>

11. Allied to the creation of new roles with the Outreach team comes the addition of a personalised budget. The budget is delegated to Thames Reach so the decision to spend is located closer to the client. Thames Reach report their spending of this budget in the quarterly contract monitoring meeting. Performance is difficult to quantify, but we are seeking evidence of positive impact and a strong link to tenancy creation or sustainment.

12. As previously reported to Members, £200,000 was awarded by MHCLG to help sustain the 'In for Good' principle at Carter Lane. There is no performance management connected with this part of the award, however, as with other interventions we report back to MHCLG that the money has been spent.

13. Funding to continue the Travelodge contract was not subject to performance management. Room occupation was managed through a separate COVID-19 tracking tool and co-ordinated by the City Pathway Co-ordinator and Pathway Liaison Officer.

14. RSI funding has also been used to extend and increase capacity in our EU rough sleeper beds at Caritas Anchor House. We have three beds with a 12-week turnaround. Performance and quality is managed through a monthly meeting between City officers and Caritas staff.

15. We have also been awarded a sum of money to be used in an ad-hoc way to ensure that City of London continues to have access to B&B accommodation. This is also managed through our COVID-19 tracking tool by the Pathway Co-ordinator.

Service delivery

16. The Mobile Intervention Support Team (MIST) is provided by Thames Reach as an extension of their outreach contract. Dedicated performance management meetings are held quarterly, separate to the main Outreach team contract monitoring meeting. Thames Reach report back to City on a 5-point KPI framework.

17. The City of London and London Borough of Tower Hamlets have shared the Navigator service since 2019/20. The project is managed through a quarterly contract monitoring meeting jointly chaired between City and Tower Hamlets on an alternating basis. St Mungo's report to City/Tower Hamlets on a 6-point KPI framework and provide a detailed written report.

18. The Psychotherapy Service is a new addition to our multi-disciplinary approach. 2021/22 is the first year that RSI has funded the work, which is provided by Providence Row Charity (Dellow Centre). This is effectively a pilot and we are currently drawing the learning together to establish how best to apply performance expectations to the service. The psychotherapist reports into the bi-weekly multi-disciplinary Task and Action meeting.

19. The EU Advisor role is another new addition and is currently out to tender. The service will be performance managed through contract monitoring meetings and a KPI framework.

Corporate & Strategic Implications

20. Strategic implications – none

21. Financial implications – none

22. Resource implications – none

23. Legal implications – none

24. Risk implications – none

25. Equalities implications – none

26. Security implications – none

Conclusion

27. The City of London RSI Year 4 grant allocation is split across three types of intervention: personnel; additional resource; and service delivery.

28. A range of performance management models are used: performance management frameworks for City personnel, contract monitoring meetings, written reports from providers, KPI frameworks and data tracking tables.

29. Reporting back to MHCLG is a process managed by the Rough Sleeping Service Manager and our allocated MHCLG Rough Sleeping Advisor. Meetings are arranged ad-hoc on a quarterly basis.

30. Financial reporting is arranged through dedicated cost centres.

Background papers

- Rough Sleeping Grant Funding 2021/22 – June 2021 Homelessness and Rough Sleeping Sub-Committee

Appendices

- None

Will Norman
Head of Homelessness, Prevention and Rough Sleeping

T: 077 0137 2884
E: will.norman@cityoflondon.gov.uk