

Committee: Homelessness and Rough Sleeping Subcommittee	Dated: 10/06/2024
Subject: Strategy Delivery Update Report	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: Judith Finlay – Executive Director, Community and Children’s Services	
Report author: Will Norman – Head of Homelessness, Prevention and Rough Sleeping	For information

Summary

This report provides Members with a summary of progress against the aims set out in the Homelessness and Rough Sleeping Strategy 2023-27. Strategy delivery is administered through a Service Delivery Plan (SDP). The first part of the report offers members a high-level summary of SDP actions underway and completed.

The second part of the report introduces Members to the Homelessness and Rough Sleeping Strategy 2023-27 Performance Dashboard. This first iteration of the dashboard uses retrospective data from 2023-24 to preview the dashboard features and establish a baseline ahead of the Quarter 1 2024-25 reporting period.

These metrics are designed to offer Members helpful insights into the successes and challenges encountered through the delivery of the SDP across the lifespan of this strategy. A presentation of the performance dashboard will accompany the report.

This report references the following priority areas from the 2023–27 Homelessness and Rough Sleeping Strategy:

- Priority 1 – Rapid, effective and tailored interventions
- Priority 2 – Securing access to suitable, affordable accommodation
- Priority 3 – Achieving our goals through better collaboration and partnership
- Priority 4 – Providing support beyond accommodation

Recommendation

- Members are asked to note the report

Main Report

Background

1. The new City of London Homelessness and Rough Sleeping Strategy 2023-27 (the Strategy) was launched in December 2023.
2. The Strategy covers all areas of work currently delivered from the Homelessness and Rough Sleeping service area. These are:
 - Statutory Homelessness
 - Rough Sleeping
 - Residential Pathway (including Tenancy Sustainment)
3. Homelessness Health is a cross-cutting area with its own Homelessness Health Work plan.
4. The Strategy is divided into 4 thematic areas which are listed under the summary of this report. Each report that is heard by the Subcommittee references the priority area which the report addresses.
5. The SDP is a live document used by Officers to record specific actions which help the strategy achieve its aims. The SDP is a live document, the first iteration of which is developed during the authoring of the Strategy. New actions can be introduced to reflect emerging issues or ideas. As actions are closed or completed, the rate at which new actions are added may increase.
6. Oversight of the SDP is carried out the Homelessness and Rough Sleeping Strategy Group (HRSSG) which meets quarterly. Each quarter is designated a reporting period – there are 12 across the lifespan of the Strategy and the April HRSSG meeting discussed an update from reporting period 2 – the second iteration of the SDP and approximately 6 months into its lifespan.
7. The HRSSG membership is made up from key internal and external partners and stakeholders with an interest in the prevention and relief of homelessness in the Square Mile. It includes strategic managers and leaders from our main commissioned providers, City of London Police, local health systems, Community Safety etc.
8. Performance dashboards are in use in other CCS service areas, notably Children's and Adults Services. The previous Homelessness and Rough Sleeping Strategy 2019 -23 did not use a performance metric framework.
9. The metrics selected for the new Performance Dashboard are based on what they inform us about the operating context, as well as the progress of the SDP and the Strategy. The metrics are all measurable, the data can be retrieved from a reliable data source and the work of the Homelessness and Rough Sleeping Service directly influences the metric itself.

Current Position

Service Delivery Plan

10. Progress at reporting period 2 (RP2) or six months into the SDP is summarised as follows:

	Priority 1 Rapid, effective and tailored interventions	Priority 2 Securing access to suitable, affordable accommodation	Priority 3 Achieving our goals through better collaboration and partnership	Priority 4 Providing support beyond accommodation	Totals
Not started	2	5	6	3	16
Risk	0	0	0	0	
Underway - issues	1	2	0	1	4
Underway - no issues	7	3	7	3	20
Complete	2	0	2	1	5
Totals	12	10	15	8	45

- There are currently 45 actions underway
- 3 new actions were added in the reporting period
- 29 actions are now underway
- 5 actions are completed
- Priority 1 – ‘Rapid, effective and tailored interventions’ and Priority 3 – ‘Achieving our goals through better collaboration and partnership’ are the areas where we have the most actions
- No significant risks have been identified at this stage

Performance Metrics and Dashboard

11. There are 14 metrics covering the 4 priority areas of the strategy. A summary of these, including data for FY 2023-24 can be found at Appendix 1.

12. Each metric is collated quarterly, and updates will be available to Members at each Homelessness and Rough Sleeping Subcommittee. Exceptions may apply where the required data has not been published or there are two Subcommittee in a quarter.

13. At the time of writing, Quarter 1 data is not yet available so retrospective data for 2023/24 has been supplied. This data is available in tabular form and will be presented to each Subcommittee as a dashboard using charts generated in Power BI.

14. The dashboard generated by this initial tranche of retrospective data has been used as a prototype to test the availability of source data, the relationship between the metrics and the legibility of the final dashboard.
15. Data for each quarter for each metric is available, with the exception of 3.3 (Increased satisfaction reported through service user feedback) which is yet to be developed. This is included in the service delivery plan 2023-27.

Corporate & Strategic Implications

16. Financial implications – N/A
17. Resource implications – N/A
18. Legal implications – N/A
19. Risk implications – N/A
20. Equalities implications – N/A
21. Climate implications – N/A
22. Security implications – N/A

Conclusion

23. The Homelessness and Rough Sleeping Service Delivery Plan is in the second reporting period of the 12 scheduled over the lifetime of this strategy.
24. Of the 45 actions in the SDP, 29 are now either underway or complete.
25. 5 actions have been completed and 3 new actions were added to the plan in reporting period 2 (Quarter 1 2024-25).
26. No significant risks have been identified at this time.
27. A performance dashboard has been developed in collaboration with the strategy and performance team in Community and Children's Services. The dashboard uses 14 metrics which cover the 4 priority areas within the Strategy.
28. At time of writing, data is not yet available for Quarter 1 2024-25. The first prototype dashboard has been populated with retrospective data from FY 2023-24 to establish a baseline for future reporting.
29. The performance dashboard data is available in tabular form at Appendix 1. A presentation of the data in charts will be available to attendees of the Subcommittee.

Background papers

- City of London Homelessness and Rough Sleeping Strategy 2023-27

Appendices

- Appendix 1 – Homelessness and Rough Sleeping Strategy Reporting Metrics

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