

APPENDIX 2

Youth Homelessness Delivery Plan

Project Initiation Document (PID)

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APPENDIX 2

Document Control	
Author	Maria Philburn
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APPENDIX 2

Contents

Document control	4
Change log	4
Sign off	4
Project initiation document	5
Project background	5
Initial Business Case	5
Project definition	7
Project objectives	7
Method of approach	8
Project deliverables, outcomes or end results	9
Scope and boundaries	9
Constraints	10
Interdependencies	10
Assumptions	11
Project organisation	11
Communication plan	11
Quality plan	12
Initial project plan	12
Change control	13
Project controls	13
Exception procedures	13
Initial risk log	14
Contingency plans	14
Project filing	15

APPENDIX 2

Document control

Change log

- 1 The following changes have been made to this document

Version	Date	Comment
0.01	8 Feb 2016	First draft
0.02		<i>e.g. Review copy for Project Board</i>
1.0		<i>e.g. Final issue incorporating review comments</i>

Sign off

- 2 xx

Role	Name	Date
Project Executive	Yusuf Karolia	
Project Manager	Sarah Holmes & Emma Collingwood	
Project Lead Officers	Maria Philburn	

APPENDIX 2

Project initiation document

Project background

3

This PID sets out what is required in relation to bringing together a Youth Homelessness Delivery Plan as a key action identified in the district's emerging Homelessness and Rough Sleeping Strategy 2020-2025.

It follows the recent Ofsted report which concluded that Children's Services was inadequate and required improvement and a recent visit by Anna Whalen from the Homelessness Advice and Support Team, MHCLG and the recommendations she made regarding young people and homelessness.

This document will outline what part of the processes needs to be improved, who needs to be involved, a rough timetable and the key constraints that will need to be addressed.

Initial Business Case

4

Bradford has one of the largest proportions of young people in the country and many of the identified housing support needs in the city relate to being young – around 24% - with a large proportion of people presenting for housing assistance being parents themselves. There are also currently around 190 16/17 years olds in care who will soon be coming out of the care system and will need support in finding accommodation.

Being able to plan these moves would give the young people a much better experience and avoid them having to go through homelessness. The local authority still has responsibilities to these young care leavers, as a corporate parent, until they are at least 21 (and beyond if they continue in education).

APPENDIX 2

In addition to children involved in the care system, there are other young people also presenting for housing or support. However, since the closure of Culture Fusion the numbers that present have reduced from around 45-50 a month to an average of 19. There is no evidence to suggest that there are now fewer young people having housing or accommodation issues so it is of concern that those that are just managing who would have presented earlier for assistance are not coming in and it seems that those that are coming in have already reached a crisis point.

Those young people who are owed a duty under Homelessness legislation must be provided with temporary accommodation and whilst the bulk of this pressure is absorbed through commissioned homelessness accommodation and support, the level of demand has grown. As a result, the flexible but costly option of last resort - bed and breakfast or emergency accommodation – is utilised from time to time.

Feedback from the visit from MHCLG was as follows:

Strengths:

- Corporate ambition to improve outcomes generally for young people with current regeneration and business development opportunities
- A history of joint working between Housing and Children's Services
- The Local Offer to care leavers is embedded in our wider offer to young people – a reflection of the corporate commitment to young people growing up and living in the city and other areas of the authority
- Commitment to improve accommodation and support options for young people who are not able to remain in the family home or with foster carers
- Emerging Early Help offer for teenagers via targeted youth support
- Strong corporate commitment to listen to and take into account the views of young people in shaping of services

Identified concerns:

- **Information for Young People and Families:** Since the closure of the Culture Fusion it was felt that there is a lack of easily accessible information. This is an issue for catching young people early to prevent homelessness and also for young people who reach the point of crisis/homelessness finding they don't know where to go or what to do.
- **Early intervention:** Reduced number of opportunities to prevent homelessness earlier since the hub closed. Possible lack of clarity of what is driving rising numbers.

APPENDIX 2

- **How we deal with threatened or actual homelessness:** A view that not enough focus is being placed on supporting young people to remain in the family home. If they are placed, there are limited emergency accommodation options for single 18-25s. Sometimes young people are going into all age hostels which may not be appropriate.
- **Accommodation:** Some supported housing but these are limited for those with higher needs. Some gaps between the commissioned accommodation (who they will take and who we refer). Settled housing options are limited for young people generally (both private sector and social sector).
- **Working together:** The current commissioning arrangements across Children, Adult and Housing Services not being aligned was raised as a concern and it was suggested that joint commissioning would lead to better use of funds and resources. Also, colleges and schools are not linked to the new arrangements for delivering housing options and homelessness prevention work.

Project definition

Project objectives

5

- Analysis of current accommodation that is available for young people by looking at current resource but also looking at how other areas have approached this.
- To review the support available for a young person who is at risk of homelessness and their family which enables that young person to stay at home until they can have a planned move and are ready to move.
- To review protocols for all partners to work well and efficiently together with the interests of all young people at heart by renewing and developing joint pathways and delivering joint council assessments and support.
- Identify where partners could supplement and enhance suitable housing options available for young people and seek to secure commitments.
- Look at where and how young people can find out about housing choices and where to go for help.

APPENDIX 2

- A physical hub would be ideal but if this is not possible, we could look to work with partner agencies to create a virtual hub.
- Seek to utilise young people's feedback from the Supported Housing Needs Assessment events or other forums if necessary.
- Evaluation of some of the schemes that have been recommended by Anna Whalen to identify any models or approaches that we can adopt or incorporate into ours.
- Analysis of the extent of young people's homelessness by collating data from different council departments, providers and other agencies to get a fuller picture and build information regarding trends.

Method of approach

6

This project will be led jointly by Access to Housing Team within the Department of Place and the Youth Homelessness Service within the Department of Children's Services. There will be a Project Team established, to share key actions and input as appropriate from other services' perspectives. Services involved in the project team (to be confirmed) will include Housing Options, Children's Services, Registered Providers, PSLS, Centrepont, Bradford Nightstop, Commissioning and Procurement, Adults Services Commissioning, Young People.

There will be a Governance Board established to oversee the project and to agree / authorise all key decisions relating to the project. The Governance Board will be chaired by the Head of Service – Housing Access, Strategy and Homelessness.

Possible methods that could be adopted are:

- Data review
- Service review
- Consultation and engagement
- Good practice visits
- Review pathways
- Staff observation and interviews

APPENDIX 2

- Feedback requests
- Consultancy support to deliver new approach

Relevant legislation, in particular Homelessness Legislation and Children and Social Work Legislation, will inform all aspects of the review work.

Project deliverables, outcomes or end results

7

The project will deliver a final Youth Homelessness Delivery Plan that will incorporate key pointers for partners to focus on and identify gaps so that they can consider making commitments for short, medium and long term solutions and deliver an updated pathway for young people. It will also deliver some analysis which will identify requirements and identify trends which will help us prepare for future requirements.

The project will ensure that good practice is identified and effective schemes and initiatives in Bradford and other areas are considered and adopted if appropriate and possible.

Scope and boundaries

8

Within the scope of this project will be young people aged 16 – 25 years old and it will include: singles, couples, young people within this age range who are parents and those who present to Housing Options or Children's Services. It will not be limited to care leavers.

Constraints

9

For your project do you have any constraints such as:

- *Financial* – If there is a need for additional services, additional funding will need to be identified.

APPENDIX 2

- *Time* – This plan is to be developed by officers with conflicting time constraints.
- *Resource* – will primarily consist of Access to Housing, Commissioning and Children’s services time. Access to Housing officers will lead on this project.
- *Quality* – Feedback from Ofsted and Anna Whalen will be taken into consideration.
- *Legal* – The plan will be developed in line with all relevant legislative requirements.
- *IT* – there will be a need to link the plan to the Housing Options system for any support needs.
- *Facilities Management* – not applicable.
- *HR* – we do not envisage any HR constraints.
- *Procurement* – There will be a need to follow EU and Bradford’s procurement rules and standing orders if the plan identifies any commissioning requirements.
- *Sustainability* – not applicable.
- *Political* – this is an issue which is subject to close political scrutiny, and there is therefore a need to be mindful of Members’ views, and seek political endorsement where necessary

Interdependencies

10

- Housing-related support commission for statutory young people’s accommodation.
- Housing-related support commission for young people’s support services.
- Children’s Services accommodation and support services.
- Other young people’s accommodation such as Bradford Nightstop, Vicar Lane and Impact Living.
- Private Rented Housing Options service
- Registered Providers
- Gateway to Housing-related Support – tenancy ready

APPENDIX 2

Assumptions

11

- That the project managers and project team members will provide sufficient input and time commitment to complete the project.
- That outside agencies will cooperate with outcomes and suggestions.

Project organisation

12

Project Executive – Yusuf Karolia & David Byrom

Project Manager – Sarah Holmes & Emma Collingwood

Project Lead Officers – Maria Philburn

Project Team members – Dimitris Tolios, Housing Options team leader, Sarah Holmes, Kerry James, Emma Collingwood

Governance Board – Yusuf Karolia, Sarah Holmes, Maria Philburn, Dimitris Tolios, Emma Collingwood, Julie Rhodes, Lorrain Wright

Communication plan

13

Elected Members

Housing Options service

Childrens Services Department

Registered providers

Supported housing providers

Private landlords

Other potential providers

The project team will draft a communications plan and submit this to the Governance Board for approval.

APPENDIX 2

Quality plan

14

All providers on the framework will be expected to meet the following standards:-

- Children's Act 2004
- Housing Act 1996
- Homelessness Act 2002
- Homelessness Reduction Act 2017
- Equalities Act 2010
- Housing, Health and Safety Rating System
- Safeguarding

Initial project plan

15

Indicative project plan to be developed by Project Team.

Change control

16

Significant changes to the project will be agreed by the Governance Board.

Moderate and minor changes to the project including the development timetable will be agreed and implemented by the Project Manager in discussion with the rest of the project team and agreement from the Chair of the Governance Board.

Project controls

- *the agreement of the PID;*
- *provision of progress reports from the project manager on a regular basis;*

APPENDIX 2

- *Project Closure and acceptance of the end project report.*

The Governance Board will approve any change to the PID and the project closure document. Risk logs and exception reports will also be received by the Board. Status reports will be provided to the Governance Board on a monthly basis.

Exception procedures

Anticipated changes to timescales and milestones will be notified to project team members in the first instance to identify mitigating factors and/or actions which could alleviate the issue.

If the project team are unable to effect a change in the anticipated risk factor then formal notification for the exception will be made to the Governance Board. This includes slippage in timescales for major milestones, financial factors and failure against set targets.

Only agreement from the Governance Board will allow a change to this Project Plan and/or financial matters.

Initial risk log

Current risks include:-

- Staff involved in the project struggle to devote sufficient time.
- Loss of key staff.
- Failure to engage effectively with the market and other stakeholders
- Failure to agree on the plan

A full risk log will be prepared by the Project Team and submitted to the Governance Board at each meeting.

APPENDIX 2

Contingency plans

We will continue with existing pathways for youth homelessness.

Escalate major barriers to Assistant Directors.

The Governance Board will be responsible for political engagement during the course of the procurement project.

Project filing

All key documents will be stored electronically within the Access to Housing network folders.