



Homelessness Prevention High Support Services Risk Log

Homelessness Prevention High Support Services Review Risk Log

High Level Risks of undertaking Homelessness Prevention (HP) Commissioning Project: Commissioning Group					
Risk ID (link to report)	Initial Risk Rating	Risk (inc. impact on project)	Risk owner form HP Board	Mitigation Actions	Priority (Post Mitigation)
HLR1	High	Final sign-off on budget available to commission not known until Nov 2011	Nick Hooper	Informal agreement on budget by Executive Members	Med
HLR 2	High	Lack of joint commissioning with HSC on HP service with mental health specialism leads to inappropriate support commissioned- leading to higher unplanned departures, ASB issues, hospital admissions, repeat homelessness etc	Catherine Wevill	Mental Health Commissioning lead on Preventing Homelessness Board to help commission appropriate services and to review the eligibility criteria so as to ensure care pathways between homelessness and mental health provision are fluid.	Medium
HLR 3	Medium	Joint review with CYPS (responsibility for 16/17 homeless) – delay from CYPS will result in the high support review looking at the young people services piecemeal, meaning missing the opportunity of improving service provisions and integrated procedures to achieve better outcome for vulnerable young people	Carmel Brogan / Ann James	Will identify in cabinet report potential for flexibility to enable more holistic services for YP once joint review is completed.	Medium
HLR 4	High	Improved move on and wider move on options not achieved leading to service users stuck in high support	Nick Hooper (PHB)	Ensure that this priority is recognised by Preventing Homelessness Board (PHB).	High

		accommodation.		Prioritisation given to developing effective move on strategy, resources need to be identified. Funding streams aligned and incorporated in forthcoming commissioning plans for floating support services and wrap around services. Potential for higher savings to be made which would impact on resources available for low and floating support services which could impact on the flow through higher support accommodation.	
HLR 5	High	Split of accommodation approval process and procurement of support contracts can lead to landlord withdrawing their accommodation from the Housing Support Register	Carmel Brogan	All existing landlords have been contacted on the proposed accommodation approval process and support procurement options	Medium
HLR 6	High	Lack of governance structure means delay in progressing commissioning work and new contracts	Nick Hooper (SMB)	Report to PHB and SMB seeking approval for the commissioning plan and timescales	Medium
HLR 7	High	Increases in Homelessness due to the effects of recession and the impending HB changes lead to large increases in statutory and non-statutory homelessness creating enormous demand for preventing homelessness support services.	Nick Hooper/ Richard Nochar/ Carmel Brogan	Preventing Homelessness Grant and strategic applications to Homelessness Transition Fund to provide complimentary services to offset the effects of homelessness	High/Medium

Strategic Recommendations:					
HLR 8 (T1).	High	Competitively re-tender all the remaining support contracts could lead to: Disruption to services if there is a change of support provider. TUPE and resource implications negating the benefits of this approach	Carmel Brogan	Allow landlord organisations to apply for an exemption waiver if they can demonstrate that the separation of accommodation from the support contract would significantly jeopardise the pursuit of value for money.	Medium
HLR 9 (T2).	Medium	Designing contracts for the high support services which are based on achieving outcomes and a strategic view of meeting local need could impact on an organisations ability to innovate.	Tom Rhodes/ Hywel Caddy	Establish and maintain good working links with all providers of high support services. Allow for flexibility in service specifications and regularly review outcomes.	Low
HLR 10 (T3).	Medium	The scoring criteria would reflect a commitment to some emergency access options, an emphasis on engagement, education, employment and training and peer mentoring which would mean a change of working practice for some current providers.	Tom Rhodes/ Hywel Caddy	Consortia bids welcome. Some flexibility in service delivery over the length of the contract.	Low
HLR 11 (T4).	Medium	Ensuring that there is a psychological approach embedded throughout the high support services based on local and national best practice could	Tom Rhodes/ Hywel Caddy	Encourage consortia or partnership bids where appropriate	

		include some organisations unwilling or ill-equipped to work in this way.			
Recommendations for People Homelessness Prevention High Support Services					
Young People's Services					
Recommendation Y1: Maintain the same number of bed spaces (76) for Young People's services					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HLR 12 (Y1).	Medium	Accommodation not being most effectively used to meet priority need. Joint review of YP services could subsequently identify alternative provisions e.g. Local assessment centre	Ann James / Carmel Brogan	Identify robust outcome measures for the contracted services to closely monitor the outcomes. Identify options for flexibility in contracts to address issues arising from joint review. Ensure sufficient capacity (23 beds or 30%) for young women potentially reducing demand for women's services	Medium
Recommendation Y2: One contract for young people's services					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HLR 13 (Y2)	Medium/Low	Potential loss of specialist skills/knowledge if restrict number of contracts. Potential for increase on rejected referrals (if barred by provider rather from specific accommodation)	Tom Rhodes/ Hywel Caddy	Will encourage consortia bids. Look to include local knowledge / specialist skills within selection criteria. Will address criteria for evicting/barring service users in tender documentation	Low

Recommendation Y3: Inclusion of 5 dispersed units with for children in care/care leavers					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HLR 14 (Y3)	Medium/High	Potential that the additional five support units could increase pressure on staff team if staff called out to several dispersed units at one time. Accommodation supply for the dispersed units not yet identified.	Carmel Brogan/Ann James	Funding for service to dispersed accommodation to come from CYPS.	Low
Recommendation Y4: Limiting the age range for young people's services to those up to 21 years					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HLR 15 (Y.4)	High	Limits access for those in 22-25 bracket but still vulnerable. Could increase pressure on adult services	Carmel Brogan / Patricia Lomax	Explore potential to make exceptions for vulnerable young adults and actively monitor the impact of age restriction. Ensure providers at generic hostels are able to meet young peoples needs	Medium
Recommendation Y5: Focus on mediation and support for young people to return home where appropriate					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HLR 16 (Y.5)	Medium	Recommendation that mediation and support to young people to return	Tom Rhodes/	Good assessment processes to reduce risk.	Low

		home to be embedded into contracts creates a possible pressure on young people to return home where it is not appropriate.	Hywel Caddy		
Complex Needs Services					
Recommendation M1: Reconfigure services and focuss on the complex needs of homeless people					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR17 (M1)	Medium	Reconfiguring specifications for these services so that they become increasingly equipped to deal with the range of factors under the heading 'complex needs'. This could lead to loss of specialist mental health provision and some confusion over the exact use of terms and expectations leads to reduced performance.	Tom Rhodes/ Hywel Caddy	Welcome consortia bids. Ensure that service requirements and selection criteria are right, seeking specialist input where appropriate	Low
Recommendation M2: Closure of specific hospital discharge accommodation (Molitor House)					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR18 (M2)	High	Delivering the current hospital discharge service (9 beds) across/within existing supply of complex needs accommodation could lead to: 1. Poorer outcomes for the client	Tom Rhodes/ Hywel Caddy	Ensure that all services in this group are well-equipped to deal with people upon discharge from hospital. Look at increasing awareness and	Medium

		group. 2. Lower total bed spaces in the sub-group. 3. Increased homelessness applications and bed and breakfast use		training/awareness through a Transitional Homelessness Bid	
Recommendation M2: Not commission one of the smaller mental health units					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR19 (M3)	Medium	Loss of capacity for the client group in high support services.	Tom Rhodes/ Hywel Caddy	Refocus current services to ensure that move-on is timely, thereby increasing the total number of placements on offer. The success of this will be determined by minimising reductions in the low/floating support review.	Medium
Recommendation M4: Reduce value of Toll House Court Contract					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR20 (M4)	High	Possible reduction in quality at the scheme. Reduction in overall contract value makes the scheme untenable. Increased risk of violence to both	Tom Rhodes/ Hywel Caddy	Ensure that the tendering process is flexible and robust enough to ensure that the successful tender will maintain quality.	Medium

		residence and staff			
Recommendation M5: Tender services under 2/3 contracts					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR21 (M5)	Medium	Loss of specialist providers in this area. Lack of future market competition. Potential for increase on rejected referrals (if barred by provider rather from specific accommodation)	Tom Rhodes/ Hywel Caddy	Welcome consortia bids. Monitor local markets.	Low
Recommendation : Incorporate RSI accommodation within the Complex Needs provision					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR22 (M6)	High	Including support contracts at Wayland Court and Homefield Court within this wider grouping with some savings made on current contract values. Would cause: Less accommodation for rough sleepers. Possible increase in rough sleeping. Increased risk of violence to both residence and staff	Tom Rhodes/ Hywel Caddy	Continued prioritisation of rough sleepers on the HSR.	Medium

Women's Services					
RecommendationW1: Provision currently provided by smaller scheme (the Well) to be incorporated into larger schemes					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR23 (W1)	Medium	Decrease in the total number of women's beds. Loss of specialist provision. Clients feel less safe/secure in larger schemes.	Tom Rhodes/ Hywel Caddy	Greater focus on creating safe/supporting environments in remaining accommodation. Support landlord of small scheme with option appraisal of alternative uses/funding streams	Low
RecommendationW2: One contract for the provision of women's services					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR23 (W2)	Medium / Low	Potential loss of specialist skills/knowledge if restrict number of contracts	Tom Rhodes/ Hywel Caddy	Will encourage consortia bids. Look to include local knowledge/specialist skills within selection criteria	Low
Recommendation 3.3: Ring fence three bed spaces to be accessed by women in an emergency					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR23 (W3)	Medium	Three bed spaces in the women's services could remain open so that they can be accessed directly by	Tom Rhodes/ Hywel	Ensure that the bed spaces are well managed and contain a requirement for good support planning.	Low

		women in an emergency on a night by night basis. Potential impact: Fewer bed spaces to be accessed via the HSR. Possible waste of resources paying for unused provision. Women preferring this type of accommodation, with less support to move away from homelessness.	Caddy	Review the arrangements annually. There is a recognised gap in services to be have provision for very vulnerable women who are difficult to engage with.	
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Offenders Services

Recommendation O1: Incorporate offender accommodation into wider generic services (currently 10 beds)

Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR24 (O1 – also see G3)	Medium / Low	There is a loss of specialist knowledge relating to offenders. Reduction in bed spaces for this group. Possible increase in homelessness applications and bed and breakfast use. Possible increase in repeat offending	Tom Rhodes/ Hywel Caddy	Need to ensure that offender needs, links with probation etc are embedded within all services across the city	Low

			Tom Rhodes/ Hywel Caddy		
Rough Sleepers Initiative					
Recommendation R1: Incorporate RSI provision which meets high support accommodation standards into the complex needs grouping					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR25 (also see M6, HSR22)	High	Rough sleepers are unable to access suitable accommodation leading to rise in street homelessness	Tom Rhodes/ Hywel Caddy	Continued prioritisation of rough sleepers on the HSR.	Low
Generic Supported Accommodation					
Recommendation G1: Decommission Redwood house. Commission services at Logos house and Jamaica st promoting cluster style models.					
Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR26 (G1)	High	Reduced number of bed spaces leads to increase in rough sleeping and	Nick Hooper	Improve/reduce void times, reduce	Medium

		homeless presentations and bed and breakfast usage Increased pressure on other services Adverse publicity	(PHB)	the average length of stay within this type of accommodation and improve move-on. (Potential for higher savings to be made which would impact on resources available for low and floating support services which could impact on the flow through higher support accommodation.) Additional funds released through this action will be used to provide more flexible support services and mitigate against negative effects. Maintain a commitment to the crash-pad model through future commissioning.	
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Recommendation G2: Decommission hostel provision not aligned with referral priorities set out within SP programme and housing support register (Shaftesbury House)

Risk ID	Initial Risk Rating	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post Mitigation)
HSR27 (G2)	Medium	Potential loss of well regarded charitable service if unable to make financially self – sufficient	Rob Logan	Work with landlord to help look at how to achieve and secure a self-funding model (their expressed goal)	Medium / Low

Recommendation G3: The hostels ensure that the support they provide fully addresses the needs of offenders

Risk ID	Initial Risk	Potential Risk (inc. impact on project)	Risk owner	Mitigation Actions	Priority (Post
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	Rating				Mitigation)
HSR28 (G3, also O1, HSR 24)	Medium	Limited specialist knowledge within hostels relating to offenders. . Possible increase in repeat offending	Tom Rhodes/ Hywel Caddy	The hostels ensure that the support they provide fully addresses the needs of offenders. Hostels do have a good awareness of working with offenders and for many years offenders have accessed hostel accommodation directly from prison	Low