

Committee Name and Date of Committee Meeting

Cabinet – 12 October 2026

Report Title

Homelessness Prevention – Commissioned Services

Is this a Key Decision and has it been included on the Forward Plan?

Yes

Executive Director Approving Submission of the Report

Ian Spicer, Executive Director of Adult Care, Housing and Public Health

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Ward(s) Affected

Borough-Wide

Report Summary

This report sets out proposals for the Homelessness, Rough Sleeping and Domestic Abuse Grant, to provide accommodation with support, for people who are at risk of rough sleeping.

Recommendations

That Cabinet approve the proposals to:

1. Re-procure the Rough Sleeper Accommodation Hub for a period of 3 years, with the option to extend for up to a further 2 years.
2. Re-procure dispersed accommodation with support for single people who are homeless, rough sleeping or at risk of rough sleeping for a period of 3 years, with the option to extend for up to a further 2 years.
3. Procure an Accommodation Hub specifically for women for a period of 3 years, with the option to extend up to a further 2 years.

List of Appendices Included

Appendix 1 Equality Screening Assessment (Part A)
Appendix 2 Equality Analysis Form (Part B)
Appendix 3 Climate Impact Assessment

Background Papers

[A National Plan to End Homelessness - GOV.UK](#)

[Rotherham's Housing Strategy – Rotherham Metropolitan Borough Council](#)

[Homelessness Prevention and Rough Sleeper Strategy – Rotherham Metropolitan Borough Council](#)

Consideration by any other Council Committee, Scrutiny or Advisory Panel
N/A

Council Approval Required
No

Exempt from the Press and Public
No

Homelessness Prevention Grant – Commissioned Services

1. Background

- 1.1 The Government's National Plan to End Homelessness was published in December 2025 and aims to make homelessness 'rare, brief and non-recurring'.

In this plan the government pledges to:

- **Halve long-term rough sleeping:** Focusing support on those with complex needs.
- **End unlawful B&B use:** Eliminate the use of B&Bs for families, limiting stays to a maximum of 6 weeks.
- **Prevent more homelessness:** Increasing the rate of intervention to stop households from becoming homeless.

The Government provides a Homelessness, Rough Sleeping and Domestic Abuse Grant (HRSDAG) to local authorities to help prevent homelessness, reduce rough sleeping, and support people at risk of losing their homes through local housing and support services.

- 1.2 The Council's Housing Strategy 2025-30 'Priority Three' is to support residents to live independently, including through prevention of homelessness, with the following aims:
- We will work with partners to help our most vulnerable residents live independently.
 - We will provide a range of housing to suit the needs of individual households.
 - We will end rough sleeping in Rotherham and work to prevent our residents from becoming homeless.

- 1.3 The Council's Homelessness Prevention and Rough Sleeper Strategy 2026-2031 was agreed by Cabinet in May 2026, with the following vision:

'We will work in partnership to prevent homelessness wherever possible, because everyone deserves a safe, affordable home. Where prevention isn't possible, homelessness will be rare, brief, and not repeated. With the right support at the right time, people can regain stability, rebuild and thrive.'

The four key priorities are:

- Prevent homelessness through early, proactive intervention.
- Increase the supply of and access to suitable, affordable housing.
- Ensure support reaches those most in need at the right time.
- Tackle rough sleeping through prevention and rapid response.

2. Key Issues

- 2.1 Following a consultation and re-profiling of the HRSDAG, the Council received a revised allocation in 2025/26 followed by a further increase in 2026/27 which incorporated the Rough Sleeper Accommodation Programme,

which was previously commissioned by the Ministry of Housing, Communities and Local Government (MHCLG) directly with service providers in Rotherham.

- 2.2 Rough sleeping continues to be prevalent in Rotherham. In 2025/26, 688 reports of rough sleeping were received, with 256 verified instances recorded. These verified instances do not equate to 256 unique individuals, as some people were reported multiple times while being supported over several months. During the same period, the Council's Rough Sleeper Initiative (RSI) team supported 104 single people and 8 couples, including individuals who engaged with the service on more than one occasion (again accounting for duplicate instances).
- 2.3 The Strategic Commissioning team has worked alongside Housing officers to undertake an analysis of need and demand, to formulate recommendations for the commissioned provision, including all commissioned provision funded under the grant.
- 2.4 **Rough Sleeper Initiative Accommodation Hub (RSI Hub)**
 - 2.4.1 The Council commissions an Accommodation Hub for Rough Sleepers and this is currently provided by Target Housing Ltd, with a contract term that ends on 31 March 2027. The Accommodation Hub consists of 7 bedrooms, with communal facilities, private space in which to receive one-to-one support and an additional, smaller room suitable for short, overnight stays in emergency situations. Due to the levels of risk and complexity, the RSI Hub is available to males only.
 - 2.4.2 Staff from Target Housing Ltd are based onsite and provide trauma-informed support linking in with mental health, drug and alcohol services, building skills and resilience to work toward independent living. During office hours there is also an onsite officer from the Council's Rough Sleeper Initiative (RSI) team, leading on move-on options. Overnight and during weekends there is an onsite security and concierge service.
 - 2.4.3 Data from the last two years shows that 70% of RSI Hub (single male) placements result in a positive move on compared with 56.3% of single male hotel placements that ended with a positive move.
 - 2.4.4 Support and accommodation in the RSI Hub aims to be for up to six weeks before moving to a stable accommodation, with or without support, according to need. Moving on from the RSI Hub for service users with enhanced complexities can be slower than the six weeks expected, particularly where there are limited move-on options due to barriers such as rent arrears or substance use. The service provider and RSI team have fed back that the six-week target can cause a barrier, and a more flexible, person-centred approach would be preferable.
 - 2.4.5 Historically this service has been funded by the Council's Rough Sleeper Initiative (RSI) Grant, that has now been incorporated into the HRSDAG, and

there has been no opportunity to increase the contract value since August 2020.

2.5 Rough Sleeper Accommodation Programme (RSAP)

- 2.5.1 From April 2026 the Council's HRSDAG has incorporated the funding previously granted directly to providers (by MHCLG) to provide the Rough Sleeper Accommodation Programme (RSAP). This service provides accommodation and support to people who have a history, or are at risk of, rough sleeping. The accommodations are single person properties dispersed across the borough. The accommodation used has been purchased and/or refurbished by the two providers (Action Housing and South Yorkshire Housing Association) specifically for this purpose following capital funding awarded directly by Government. People using the service receive support in their home or community giving them the opportunity to live independently and manage their own tenancy with an intensive level of wrap around support.
- 2.5.2 Following the receipt of supplier proposals, the Council was able to retain a similar service provision by directly awarding a contract to each of the current providers through the Housing Related Support Flexible Purchasing System, for one year, with the option to extend for a further six months. This ensured continuity of support for residents living in the accommodation and receiving the service. There are 26 units in total located across the borough in North, Central and South areas.
- 2.5.3 The current contracts end on 31 March 2027 (with an option to extend until 30 September 2027).
- 2.5.4 Contract performance and outcomes for both contracts have been monitored by the Council since April 2026. Contract performance during the first quarter of delivery has been positive, demonstrating strong demand for and effective management of the service. Overall utilisation of the available RSAP properties was 96.2%, maximising the use of the accommodation resource. Two service users successfully moved on from the programme within the contract key performance indicator (KPI) of achieving move-on within 18 months, whilst one service user sadly passed away due to a long-term illness. All three resulting void properties were re-let within the agreed property turnaround timescales, ensuring minimal vacancy periods. The service users who moved on also received sustained engagement throughout their time on the programme, with the contractual expectation of three or more support contacts per week being achieved, reflecting the intensive wraparound support model that underpins the service.
- 2.5.5 As RSAP accommodation is provided across the borough, this presents an opportunity for greater flexibility to respond when a placement is showing signs of failure. This allows for planned moves to more suitable provision or, where necessary, a step-up to the RSI Hub to access enhanced on-site support.

2.6 Single Dispersed Supported Accommodation

- 2.6.1 The Council also commissions Target Housing Ltd to provide units of dispersed accommodation and support for up to 28 people. This is a mixture of individual accommodation and houses of multiple occupancy (HMOs), with a maximum of two occupants.
- 2.6.2 This service was historically provided using joint grants from the Council and Probation Services and was retained and repurposed following an increase to the Council's HRSDAG funding in 2025. This was achieved through a variation to the contract held by Target Housing Ltd to provide accommodation and support at Elliott Court. The variation agreement ends 30 March 2027.
- 2.6.3 This provision is for single people who are homeless and not specifically ring-fenced for rough sleepers or those at risk of rough sleeping. It is predominantly used for people who the Council has deemed to have a priority need (under the Homelessness Reduction Act 2017).
- 2.6.4 The commissioned provision for accommodation and support for single people is performing well, with accommodation utilisation reaching 96.0% of available units in quarter 1 of 2026/27. Seven service users moved on from the provision during this period. Of those leaving the service, five achieved positive move-on outcomes, whilst two exited due to receiving custodial sentences. The average void period across these properties was six days, significantly below the KPI target of 15 days, ensuring accommodation is brought back into use quickly and made available to those in housing need. These outcomes demonstrate effective tenancy management, strong demand for the service, and positive progress in supporting individuals to move towards greater independence.

2.7 Conclusion - current commissioned provision

- 2.7.1 The needs analysis found that the current level of provision is meeting the needs of homeless people, people who are found to be rough sleeping or at risk of sleeping rough; however, some restrictions and limitations around time permitted in accommodation could be reviewed to allow for a more flexible, person-centred approach.
- 2.7.2 Anyone who moves on from the commissioned accommodation is offered support by the Council's commissioned floating support for homelessness prevention. This service will continue wrap around support and is well placed to identify early indicators of deterioration and engage the person's support network to prevent a repeat of homelessness.
- 2.7.3 The Council also commissions 'Housing First', which can support people in any tenancy type, which will remain a move-on option for people with the most complex needs, requiring longer term support.

2.8 Provision for Women

- 2.8.1 Women who are found to be rough sleeping have limited options for immediate placement, and with no commissioned provision this means placements will be made in a hotel or bed and breakfast, where onsite support is limited. Data from the last two years shows that single females, who make up 11.6% of the cohort, have lower positive outcomes than single males (82.35% of the cohort, with the remaining 6.05% being couples) with 38.5% of females having a positive move-on. 70% of single males who were accommodated at the rough sleeper hub moved on positively and 56.3% moved on positively from hotel placements.
- 2.8.2 The numbers of women verified as rough sleeping in Rotherham are low but do exist. Women experiencing homelessness often avoid "rough sleeping" (visibly sleeping on streets), instead staying in hidden, unsafe situations to protect themselves from gender-based violence. While this keeps them safer from public violence, it places them in precarious, hidden circumstances that often lead to further exploitation, severe mental health deterioration, and exclusion from official homelessness services.
- 2.8.3 The Women's Rough Sleeper Census 2025, carried out by the RSI Team in partnership with Solace Women's Aid and neighbouring local authorities, revealed that there were 22 vulnerable women in Rotherham who were forced into hidden homelessness.
- 2.8.4 For women there is currently no commissioned accommodation with onsite support.

3. Options considered and recommended proposal

3.1 Option One (Recommended)

- 3.1.1 Re-commission the **RSI Accommodation Hub – Single Provider**. Feedback from stakeholders suggests that the size of the current provision is both manageable in terms of risks and complexity of residents and meeting demand.
- 3.1.2 The current contract value is £171,000 per annum; however, this has not been uplifted throughout the contract term (as dependent on a specific ring-fenced grant) and there have been increased costs associated with the delivery of the service. It is recommended therefore that this service is procured with an increased budget of **£200,000** per annum, funded from the HRSDAG. Whilst a maximum number of units will be set to enable the provider to manage risks associated, the exact number of units and contract value will be determined through the procurement process. The contract terms will enable the provider to seek an uplift to the contract at the point of extension in line with CPI.
- 3.1.3 The length of placements in the provision will be determined by need, with a plan agreed with the individual, service provider and RSI Officer at the

commencement of the placement, with an aim of moving people on within 3 months.

- 3.1.4 Re-commission the **Single Dispersed Supported Accommodation and Rough Sleeper Accommodation Programme as a combined service.** The accommodation will be dispersed across the borough with visiting support from the provider that can be flexible according to need, but with at least one visit per week.
- 3.1.5 This service will be made more flexible to enable access for people within the rough sleeping cohort as well as single homeless people. This would relieve pressure on the current RSI accommodation hub, acting as a step-down provision from the intensive onsite support.
- 3.1.6 This provision is currently £230,854 per annum, £205,854 allocated through the HRSDAG. It is recommended that this service is procured with a budget of **£231,000** per annum, with an anticipation of approximately fifty units dispersed across the borough in locations agreed by the Council during the tender process. The exact number of units and contract value will be determined through the procurement process. The contract terms will enable the provider to seek an uplift to the contract at the point of extension in line with CPI.
- 3.1.7 The length of the placement will be determined by need, with a plan agreed by the individual, service provider and RSI Officer (for those placed by the RSI team) at the commencement of the placement, with an aim of moving people on within 18 months.
- 3.1.8 This service will work with the Council's RSI team to take referrals both for people moving on from the more intensive onsite support service and those who are able to move directly into dispersed accommodation.
- 3.1.9 The provision should be flexible and successful providers (if multiple) should work together so that if a placement fails, an option of a different placement is explored. It is also expected that if the provider identifies a deterioration and the need to step up to more intensive support, a placement at the RSI Hub is explored.
- 3.1.10 **Procure a Rough Sleeper Accommodation Hub for Women – Single Provider**
- 3.1.11 Operating in a similar way to the RSI Accommodation Hub for males, it is recommended that a 'women only' hub be established and procured with an annual budget of £208,000. Feedback from the market and key stakeholders suggests that this provision should be for approximately 5 units with a focus on trauma stabilisation.
- 3.1.12 Support duration should be according to need but similarly to the RSI hub, with an aim of moving people on within 3 months.

3.1.13 The Council will work with the successful provider to identify the right type and location, incorporating the views of women who have experienced homelessness, with the final decision being made by the Council as part of the procurement process.

3.1.14 Proposed Model and Budget Allocation for Commissioned Services

The following services are to be commissioned. The values listed below represent the budget allocation for each project which will be shared with the market at the time of each tender, the final contract value will be determined through the procurement evaluation process. Should extension terms be utilised, an uplift in line with CPI may be sought by the successful provider.

Current Service	Proposed Service	Current Contract Value per annum	Revised Contract Value per annum	Total contract value (over 3 years)	Including Extension term (over 5 years)
RSI Accommodation (7 units)	Project 1 - RSI Accommodation Hub – Males, 18+ (approx. 8 units)	£171,078	£200,000	£600,000	£1,000,000 (+ uplift for extension years)
RSAP (25 units)	Project 2 - Dispersed Accommodation for Single Homeless People (including people at risk of rough sleeping) (approx. 50 units)	£123,854	£231,000	£693,000	£1,155,000 (+ uplift for extension years)
Dispersed accommodation and Support (28 units)		£107,000			
	Project 3 - Accommodation Hub – Women only, 18+ (approx. 5 units)	N/A	£208,000	£624,000	£1,040,000 (+ uplift for extension years)
Total		£401,932	£639,000	£1,917,000	£3,195,000

3.1.15 The Council will undertake a formal review of the Homelessness Prevention and Rough Sleeper Strategy in 2030/2031 as a statutory function under the Homelessness Act 2002. It is recommended therefore that there will be opportunity to extend this provision for up to a further two years (March 2032), this can be taken in any combination and gives the Council the flexibility to retain the provision or commission services differently following the review and implementation of any new strategy aims.

3.2 Other options considered are listed below.

3.2.1 Option two (not recommended)

The Council could commission a second accommodation service which could be used as a step-down provision from the RSI Hub, which would cost

approximately £200,000 and would be male only (as a move-on option from the RSI Hub). There are two ways this could be achieved and the Council has explored both the opportunity to purchase a building (which would significantly increase costs) and commission the support or to procure a service to provide both the accommodation and support.

- 3.2.2 The data analysed shows a continual need for RSI accommodation for both women and men and the grant available could be better utilised to develop a women's accommodation-based hub.
- 3.2.3 The needs analysis showed that a flexible approach to accommodation and support that could be stepped up and down would prevent people from falling out of the system and instances of repeat homelessness. Due to the dispersed accommodation and support secured by the Council in recent years it is recommended that this accommodation is used as step-down for males from the RSI Hub and that a further service for women (where there is a gap) is developed.
- 3.2.4 Whilst a step-down hub for males could be utilised, it would not allow for this grant funding to address the gap in supported accommodation services for women and is therefore not recommended.
- 3.2.5 **Option 3 (not recommended)**

The Council could decide to not re-procure the services at the end of the contract term; alternative models could be to use the Council's own stock to increase temporary accommodation or use hotel/B&B placements and commission accompanying support. This would require less funding for commissioned services and would ensure the Council is not tied into long term contracts, should there be a sudden decline in need. It would also mean the Council retained control over support to independence.

- 3.2.6 This would either require increasing the Council's Temporary Accommodation stock (which could negatively impact the Council's Housing Register and would require an increase in resource to provide support, advice and housing management) or if Temporary Accommodation stock is not available, the Council could place in hotels and B & B accommodation. However, this could significantly increase temporary accommodation costs.
- 3.2.7 This option is not recommended as hotel placements are more costly and do not allow for a trauma-informed support environment; this option does not incorporate feedback from people with lived experience and would be expected to have significantly lower outcomes.

4. Consultation on proposal

- 4.1 Residents who engaged with the consultation to inform the Council Plan agreed that 'tackling homelessness' was an important issue.
- 4.2 During the consultation for the Council's Homelessness Prevention and Rough Sleeper Strategy 2026 – 2031, 46.8% of respondents had

experienced homelessness, giving a good insight into priorities and barriers, highlighting a need for trusted, accessible services and stronger multi-agency support.

- 4.3 The Council, along with service providers, have collected the views and experiences of people using the services included in this report for continuous improvement. This reflects some of the positive feedback of people who engaged with the strategy consultation.
- 4.4 One person, who was persistently supported by the RSI team, before agreeing to move to the RSI Hub and went on to step-down to the dispersed RSAP provision has said:

“The RSI Team didn’t give up on me and that meant a lot.”

“I said yes on the fourth time and I’m so glad I did because I’m doing well”

“I’ve misused all my life and coming here has changed my whole mentality because I want this to work.”

- 4.5 Another person said they like that it is safe and that the staff support him with accessing Alcohol and Drug support.
- 4.6 Another person said that they like the staff and sometimes the other people, are happy they are not living in a tent anymore and have been helped to get Universal Credit.
- 4.7 People have also said that they want to be involved in using their own experiences in future services and the Council will continue to work with people accessing the services to develop service specifications and in continuous service delivery and improvement.
- 4.8 Key stakeholders have been consulted during the development of these recommendations. As identified in the strategy consultation activity, a key factor in delivering these services is a multi-agency response. Colleagues in Adult Social Care including the Complex Lives team have been consulted on these proposals. Feedback has been that they work with a high number of women with multiple complexities where repeat homelessness and a lack of suitable provision present as barriers to achieving stability. This mirrors the feedback from accommodation and support providers, including the Council’s Housing First commissioned provider.
- 4.9 The procurement of women-only provision will include all key stakeholders, including Housing and Adult Social Care, who will assist in engaging women with complex lifestyles in developing the specification for the provision.

5. Timetable and Accountability for Implementing the Proposed Approach

5.1	Activity	Date	Lead
	Further Competition Tender publication – Project 1	November 2026	Procurement
	Further Competition Tender publication – Project 2	November 2026	Procurement
	Contract Award – Project 1	January 2027	Procurement / Commissioning
	Contract Award – Project 2	January 2027	Procurement / Commissioning
	Contract Start – Project 1 (including transition)	April 2027	Commissioning / Housing
	Contract Start – Project 2 (including transition)	April 2027	Commissioning / Housing
	Further Competition Tender Publication – Project 3	March 2027	Procurement
	Contract Award – Project 3	June 2027	Procurement / Commissioning
	Contract Start – Project 3	October 2027	Commissioning / Housing / Adult Social Care

6. Financial and Procurement Advice and Implications

- 6.1 The different schemes making up the proposed approach will have an annual cost of £639k. There is a budget available for this from the HRSDAG.
- 6.2 The Council established a Flexible Purchasing System (FPS), a pseudo-Dynamic Purchasing System, on 2 October 2023 in accordance with the Public Contracts Regulations 2015 (as amended). The FPS has an indicative initial term of five years and may continue beyond this period where it remains fit for purpose and continues to meet service requirements.
- 6.3 As the FPS remains open to new applications through periodic evaluation rounds, providers interested in delivering these services on behalf of the Council may apply to join at any time.

The FPS was established under the Public Contracts Regulations (PCR) 2015 (as amended) and, under the Procurement Act 2023 transitional arrangements, all admissions to the FPS and subsequent call-off procurements will continue to be conducted in accordance with PCR 2015 (as amended).

7. Legal Advice and Implications

- 7.1 The Council exercises a range of statutory housing and homelessness functions, including duties relating to the prevention and relief of homelessness under Part VII of the Housing Act 1996, the Homelessness Act 2002 and the Homelessness Reduction Act 2017. The proposals contained within this report support the delivery of those functions and the Council's strategic objectives in relation to homelessness prevention and rough sleeping.
- 7.2 The recommendations involve the procurement of housing related support services through the Council's Housing Related Support Flexible Purchasing System. Any procurement exercise must be undertaken in accordance with the Council's Constitution, in particular the Financial and Procurement Procedure Rules and applicable procurement legislation. Appropriate contractual arrangements should be completed before service commencement.
- 7.3 In making its decision, Cabinet must have due regard to the Public Sector Equality Duty under section 149 of the Equality Act 2010. Members should consider the accompanying Equality Analysis, including the evidence supporting the proposed development of accommodation provision specifically for women experiencing homelessness and rough sleeping.

8. Human Resources Advice and Implications

- 8.1 Option 1 and Option 2 as presented in this report do not present any direct HR implications for Rotherham Council. Should the various procurement processes lead to awards to different providers, analysis would be required to determine whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) apply. In the event that it does, the TUPE of staff from a current provider to any new provider would be a provider-to-provider agreement, without direct involvement for the Council.

Implementation timeframes will need to take account of any consultation timelines in line with TUPE regulations, should the above situation occur.

- 8.2 Option 3 is likely to present some direct HR implications for the Council. Full analysis would be required to determine if TUPE would apply. Additionally further analysis would be needed to determine if a review of existing positions and/or creation and establishment of new funded positions within the Council's employment would be required to support delivery of this model.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 Rough sleeping is the most acute and visible form of homelessness, posing serious risks to rough sleepers' health, safety and wellbeing. People who are at risk of rough sleeping are vulnerable adults, often with multiple complexities. Data shows the most common needs for people presenting as

homeless (mental health, physical disabilities, substance dependency, domestic abuse, and offending behaviours), highlighting the importance of trauma informed, person centred approaches that respond to multiple challenges simultaneously.

- 9.2 The commissioned services will adopt a trauma-informed approach and address the root cause of homelessness. The Housing Related Support Flexible Purchasing System has a number of member organisations with the right skills and experience to deliver these services and will be the vehicle used to procure the provision detailed in this report. However, this cannot be done in isolation: these services will crucially bring together professionals to develop joint support plans. Key stakeholders, representative of Mental Health Services, Adult Social Care, Health, Drug and Alcohol, Police, Complex Lives, Probation and Domestic Abuse, will be identified by the service provider to jointly support individuals. Further to this, for the accommodation-based services, the providers will arrange onsite support and the space for this to be delivered from the above stakeholders.

10. Equalities and Human Rights Advice and Implications

- 10.1 The proposed commissioning of a women only supported accommodation service is a non-statutory, established approach to long term homelessness. It is reserved for the most complex and disengaged women within the homeless population that fall either outside the eligibility criteria for alternative provisions or where alternative services do not support their needs. The service will work alongside the Council's offer to alleviate and prevent homelessness. The proposed commissioning of a women only supported accommodation service will operate in a similar way to the Rough Sleeper Accommodation Hub for males. This provision will support service users identified through needs analysis. The procurement exercise (including co-production) will aim to ensure the services are reaching those most in need of the service and equity will be incorporated into service and access design. Considering equality and diversity, it will help to eliminate unlawful discrimination, harassment and victimisation and take active steps to create a discrimination free society by meeting group or individual needs and encouraging participation. No negative implication is envisaged.

- 10.2 A full Equality Analysis can be found at Appendix 1 and 2.

11. Implications for CO2 Emissions and Climate Change

- 11.1 There are no negative implications envisaged. A full Climate Impact Assessment can be found at Appendix 3.

12. Implications for Partners

- 12.1 Engagement with providers from the Housing Related Support Flexible Purchasing Scheme (FPS) co-production approach will be taken into account, in the development of the specifications and service development.

- 12.2 Preventing and alleviating homelessness reduces demand on a range of public services particularly in health, social care, mental health, and emergency services. A multi-agency approach is the best way to support people who have experienced homelessness and key partners will be involved in the development and delivery of services, including voluntary sector services.

13. Risks and Mitigation

- 13.1 There is a risk that the provider market is unable to provide the services for the budget available. For example, the RSI hub budget has not been uplifted since 2020. What this has meant is that the provider is more reliant on the rental income to maintain viability of the service and therefore reluctant to keep open any void units. This increases the pressure to fill spaces and risks placements being made on availability of units over the need of individuals. The provider produces an annual service cost analysis, which has been used to inform the recommended revised contract value, and this has informed a budget increase recommended in this report, through the HRSDAG. The financial viability of the procurement remains a risk until the market has responded to the procurement.
- 13.2 There is a risk that there is no availability of accommodation in which to provide the required service. This may result in delays to the contract commencing.
- 13.3 There is a risk that in not significantly increasing the provision, the Council continues to need costly emergency or hotel provision or is unable to reduce temporary accommodation. The needs analysis shows a continued demand for the service. This does not mean however, that future need won't fluctuate and has the potential to increase. The FPS can be used to procure further provision if required, however, as the Council continues to increase move-on options and address barriers to moving on through the Strategy delivery plan, it may be considered a higher risk to commission too much short-term provision that is not needed. The success of the model proposed in this report will depend on buy-in from all key partners. It is proposed therefore that a core project group is established to mobilise the services.
- 13.4 There is a risk in undertaking a re-procurement as there are vulnerable people living in the current provision; a procurement exercise may result in different provision which would mean a managed move or potential gaps in provision. Bidders will be required to submit plans for transitions and current providers will be required to submit exit plans, and all professionals in the support network of each individual affected will be included in a multi-disciplinary project team to oversee the transition process.

14. Accountable Officers

Ian Spicer, Executive Director, Adult Care, Housing and Public Health

Approvals obtained on behalf of Statutory Officers: -

	Named Officer	Date
Chief Executive	John Edwards	21/09/26
Executive Director of Corporate Services (S.151 Officer)	Judith Badger	14/09/26
Service Director of Legal Services (Monitoring Officer)	Phil Horsfield	18/09/26

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This report is published on the Council's [website](#).