



Management plan - The Tannery

5-6 St Austin's St, Shrewsbury SY1 1SA

This plan sets out Shropshire Council's management plan for the proposed supported housing scheme at The Tannery, during the temporary period it is proposed for this use.

1. Vision

- 1.1. Shropshire Council aims to maintain the 61 units of accommodation in The Tannery in good condition with tenancy rules and health and safety procedures to ensure the wellbeing and safety of all residents and staff. One of the existing units may be converted to use as additional office space.
- 1.2. The accommodation will be supported housing to meet the needs of those placed in emergency accommodation and accepted as homeless when assessed under homelessness legislation. The Council has statutory obligations to secure suitable settled accommodation for those who are at risk of homelessness and have a priority need for housing as defined in law.
- 1.3. This accommodation is temporary accommodation whilst more permanent solutions are found for each person housed at The Tannery.
- 1.4. Currently Shropshire does not have sufficient supported accommodation to house the number of people entitled to this provision who present to the Council. This results in statutorily homeless single people either being accommodated in expensive and unsuitable bed and breakfast accommodation or alternatively being re-housed in general needs social housing or private rented accommodation before they are tenancy ready which often can be difficult for these individuals to sustain long term.
- 1.5. Accommodation at The Tannery will form part of a portfolio of temporary accommodation across Shropshire that will allow the Council to meet its statutory obligations under homelessness legislation. The Council has a range of accommodation to meet different needs. This flexibility allows the Council to determine suitable pathways from homelessness into suitable long-term accommodation.
- 1.6. The proposed supported housing scheme at The Tannery will enable the Council to provide quality accommodation, including communal living spaces and office space for staff to undertake work with residents. The building will be staffed with experienced on-site housing support and management staff, to facilitate the progression of single homeless persons to move on into settled accommodation and to sustain that accommodation.
- 1.7. Residents of the proposed scheme will be given the best opportunity to link in with additional services and address barriers to sustaining a successful



independent life and develop skills that promote independent and healthy living and successfully managing their own tenancy within the community. Our approach will be to work with everyone holistically, taking a person-centred approach to each resident.

- 1.8. It is essential that the new facility forms part of the wider community and as the landlord, the Council recognises its obligations to ensure Tannery East residents integrate into the local community. If, despite significant support and management presence on site at all times, there are incidents of anti-social behaviour by any residents, these will be taken seriously, and all appropriate steps, including residents being removed from the scheme altogether, will be taken to resolve any nuisance caused.

2. Staffing arrangements

- 2.1. Suitably trained and experienced staff will be on site 24 hours a day, seven days a week, every day of the year.
- 2.2. The scheme will be staffed 24hrs a day, seven days a week and staffing will be a combination of housing support, concierge and staff managing our temporary accommodation placements. Officers will work on a shift basis to ensure that at any one time there will be an absolute minimum of two members of staff on-site. The overall level of staffing provision will mean that during the day there will usually be at least three staff on-site.
- 2.3. The Council also has an existing housing support team which can provide additional capacity as and when required. In addition, specialist support services will also be visiting, for example, where a resident has been a victim of domestic abuse or has mental health support needs.
- 2.4. The staffing complement will allow for intensive engagement with each resident. All residents will have a support plan and an assigned housing support officer who will identify and address barriers to sustaining a successful independent life and develop skills that promote independent and healthy living within the community. Support will be person-centred and may relate to physical and/or mental health issues, family / relationship breakdown, fleeing domestic abuse, debt, and finance issues and/or substance misuse. The support plan will set out actions and expectations required from each individual, and regular catch ups and reviews with housing support officers will be required.
- 2.5. The staffing complement to be directly employed for the scheme is as below:
 - Concierge Team. They will work 24/7 including weekends and bank holidays and will be managing the overall maintenance repair and security of the building. They will provide controlled access and ensure security to the building to welcome residents and any visitors and ensure that they have permission to be in the building. A concierge officer will always work closely with all of the on-site housing support team, with additional support to be provided as required.



- Housing support officers. There will be 9 housing support officers who will provide tailored support to each of the 60 residents as well as undertake intensive housing management tasks. Support staff will be available on site 6 days per week Monday - Saturday.
 - Senior housing support staff. There will be senior who will supervise the staff and be responsible for the building. They will also work closely with the concierge team to ensure the building is well maintained, repairs are completed in good time, health and safety compliance is in good order, external communal areas are maintained, and behaviour of residents is good. They will maintain regular and positive communication with local stakeholders as well as local elected members, Shrewsbury Town Council, and other statutory bodies such as social care, NHS, Police, and probation services etc.
- 2.6. We plan to retain the existing concierge service to ensure a good transition and utilise their knowledge of managing the building. The difference from the existing arrangements is the expectation of the Concierge is to be working on site at The Tannery everyday rather than as now be largely based at Mardol but also covering at The Tannery. This increased presence will be valuable to ensure good supervision on site.
- 2.7 Staff will be directly employed by the Council and will work on a rota basis to ensure staff are always present at the property 24hrs a day, 7 days a week.
- Concierge staff work 12 hour shifts with a rota consisting of: 2 days on, 2 days off, 3 days on and 3 days off and then alternating onto a night shift rota. The rota works on a monthly cycle.
 - The housing support team will complement the concierge rota and will also work on a rota Monday to Saturday and be available between 7am – 11pm providing housing support to residents.
 - Handover time for each shift will be incorporated into the shift patterns to ensure an exchange of information and a smooth transition from each shift.
 - Sundays and Bank holidays will be minimum staffing levels of one concierge officer and a Housing Support Officer available on call.
- 2.8 All housing and support staff, including the concierge officers, will be fully trained. Training will be provided both in-house and by external specialist providers.

3. Scheme design and security

- 3.1. The scheme will comprise of 60 studio style rooms each with private bathroom facilities. The building has 7 contained areas which comprise of up to a maximum of 8 rooms grouped together and having access to a shared communal kitchen and sitting area.
- 3.2. Access to the property is controlled by an electronic gate and the building is controlled with the use of a fob electronic key which gives access to designated areas within the building. The main access will be controlled by concierge staff.



No access to the building is possible without possession of a fob or by permission of the concierge.

- 3.3. Male and female residents will be housed in separate designated floors to promote safe and respectful behaviour.
- 3.4. Fobs will be deleted when residents have left the accommodation so that it is no longer possible for them to access the building.

4. Fire safety

4.1 A fire safety plan is already successfully in place with weekly safety checks. We will endeavour to maintain the high level of fire safety including the key fire safety features of the building, the arrangements for escape in the case of fire, the maintenance and checks on fire safety facilities and the regularity of Fire Risk Assessments to be completed.

4.2 The building has a fire alarm system.

4.3 Fire exits and arrangements in the event of fire. Fire signage and fire exits are in place and clearly marked. Fire and Safety information will be available in residents' bedrooms and communal areas.

4.4 Regular checks. Weekly checks are made and recorded in a log maintained on site. There will be a quarterly fire drill testing to enable fire wardens and residents to understand process and prepare in the event of a fire.

4.5 Maintenance. Regular check on all fire safety features and appliances will be completed weekly and any repair needs will be reported immediately.

4.6 Information for residents will be provided at the start of their tenancy and within their license agreement. They will also be shown around the building to familiarise themselves with all fire exits.

5. Cleaning arrangements

5.1 The building will be kept clean, with all residents and staff working together to ensure a safe and clean living and working environment.

5.2 Cleaning of the main communal entrance and the lift will be carried out 6 days a week.

5.3 Cleaning of corridors will be carried out on a rota with them being cleaned once a week.

5.4 Residents should respect one another and keep kitchen areas clean. However, a thorough clean will take place once a week to ensure high standards are always maintained.



5.5 It is the responsibility of residents to keep their own rooms clean and tidy. This will be checked regularly, and cleaning equipment will be available.

5.6 Rooms will be cleaned upon termination of the occupation and prior to a new resident moving into a room.

6. Eligibility

The scheme forms part of the pathway for people who are homeless or at risk of homelessness to ensure that when the Council secures settled accommodation for these individuals it is sustainable, meaning that they are less likely to become homeless again. Depending on individual support needs, residents will be expected to be accommodated at the scheme for an average of 1 to 6 months although some will move on more quickly and others may require further support.

- 6.1. All potential residents will be subject to an initial homelessness assessment to understand their housing and support needs. This will be undertaken when the individual presents themselves to the Council as homeless. Each applicant will be required to provide details of why they have become homeless, whether they are eligible for assistance (on immigration grounds), an assessment of priority need under homelessness legislation, and local connection to Shropshire.
- 6.2. Prior to being accommodated at The Tannery a risk assessment will have been undertaken by the Council's Housing Options Team together with staff at The Tannery to ensure suitability for the facility.
- 6.3. Risk assessments will be used to decide the applicants most suitable for this supported accommodation and living environment. The factors that will be considered include: whether the person is in need of the support that can best be provided at this facility; if the person is willing to engage with the support available; if their previous behaviour is poor and could affect the good management or safety of other residents or staff, if this accommodation is close to their employment, their family or other support networks.
- 6.4. The risk assessment will also highlight any issues for staff to be aware of and enable staff to set out mitigation for any risks to address in support planning.
- 6.5. Rough Sleepers who may have difficulties transitioning from the street into accommodation will normally be housed at bespoke accommodation catering for this group at 70 Castle Foregate. Consideration for accommodation at The Tannery will only be permitted once initial support planning has been successfully completed and the Council are sure that alternative accommodation is suitable for their needs.
- 6.6. Those individuals considered as too high risk for the proposed supported accommodation at The Tannery will not be accommodated at the scheme. This will include those with any history of arson and those deemed to be a serious



threat to staff or other residents. The facility is aimed at those with low to medium support needs. In the event that a resident has higher support needs, we will ensure additional support is provided until such time as more appropriate alternative accommodation can be secured.

- 6.7 When accommodated at The Tannery, the individual will be given a Licence agreement. This will be conditional on the individual agreeing to sign up to and engage with a support package, which is designed to address their housing and support needs, and to abide by the house rules.

7. Arrangements for new arrivals

- 7.1. New residents will be met by a housing support officer at an agreed time. The new resident will be shown their accommodation, and the communal facilities and will be provided with a security fob giving access to designated areas.
- 7.2. Housing Support staff will explain the expectations of 'house rules' that each person entering the building must agree to and go through health and safety arrangements. These rules and health and safety arrangements will be displayed in communal areas and reiterated regularly at meetings with Housing Support Officers.

8. Occupancy agreement

- 8.1. Residents will be issued with and be required to sign the Licence agreement before they are given keys (and electronic fobs for access) to their accommodation.
- 8.2. The main elements of the Licence agreement they will have to sign and agree to include:

Payment of rent and service charges:

Housing Benefit entitlements and making a claim.

Rent and service charges and arrangements for making payments using a rent card provided.

Behaviour:

Residents must not:

- cause a nuisance.
- cause any damage to the property or neighbouring properties.
- be verbally/physically abusive to other residents, any representative of Shropshire Council, their contractors or neighbouring residents.

Residents must:

- keep the premises clean and tidy including any communal and external areas.



- be considerate towards other residents.

Poor behaviour in or around the scheme or wider neighbourhood will not be tolerated; residents will be served notice and lose their accommodation if they continue to break their conditions of licence. Violence, abuse, intimidation, or threatening behaviour towards staff, other residents, or other people in the locality will not be tolerated.

Health and safety:

Will set out the main health and safety arrangements. This will include fire arrangements, keeping corridors clear, ensuring fire doors are used properly, arrangements for fire drills and exits in emergency. For those with difficulty exiting without assistance, staff will set out a PEEP (Personal Emergency Evacuation Plan).

Support planning

A Support Plan meeting, to either review the existing plan or to put one in place, will be held on the day the resident moves in, setting out agreed actions by the Council with the resident which will be regularly reviewed by the resident and their allocated housing support officer.

Pets

No pets are allowed.

Occupancy

The resident must live in the accommodation as their only and main residence. If the resident goes away, they need to discuss this beforehand with their Housing Support Officer. Residents are not permitted to stay away from the property for longer than 1 night without the written permission and agreement by the Housing Support Officer.

Visitors

With the exception of other professionals providing care and support, residents are not allowed visitors due to health and safety of other residents within the accommodation.

Illegal substances and weapons

All illegal substances and any weapons are prohibited in the building and will be reported to the police.

Keys/Fobs

The resident is responsible for all their keys and fob which they are given at the commencement of their occupation. They must not give their keys or fobs to anybody else to use.

Access to Rooms

Shropshire Council representatives have a right to enter residents' accommodation in order to inspect the premises and ensure that anything needing attention can be dealt with and to ensure that they are using the



accommodation provided in a safe manner. This includes smoke detectors and fire notices.

- 8.3 Breaches of the Licence agreement will lead to action being taken. This could be an informal reminder of the rules and agreement to comply in future, serious or persistent breaches will lead to a formal warning or final warning. Some actions would lead to immediate termination of the licence and ending of the licence to occupy the accommodation. Poor behaviour will not be tolerated. This may also mean that the Council will end its duty to assist under homelessness legislation and no further accommodation will be provided.

9. House rules

- 9.1. In addition to the licence agreement, prospective residents will also be issued with House rules which they will be required to agree and sign before receiving access and moving in. Any breach of the House rules will be taken very seriously and may result in the resident being served a notice and losing their accommodation.
- 9.2. These are the rules that are set out and agreed by each resident to abide by to help ensure the safety and well-being of residents and staff. House rules will be reviewed and can change to ensure that the scheme is operating effectively and safely.
- a) No visitors are allowed at the property.
 - b) Smoking. No smoking or vaping is allowed within the accommodation or in any communal internal areas. Smoking is allowed in designated spaces at outside. All cigarette butts should be disposed of properly.
 - c) Alcohol. Alcohol is not permitted to be stored or consumed in communal areas. Any behaviour of drunkenness on the premises will not be tolerated.
 - d) Illegal substances and weapons. All illegal substances and any weapons are prohibited. They will not be permitted on the premises, including communal internal and external areas.
 - e) Noise. Residents should be mindful of other residents in the building and in neighbouring properties. Any noise affecting other residents should be minimised and no music will be permitted from 10pm until 9am. This will also apply to outside communal areas. Residents will only be permitted to use the designated benches on the grounds and should keep noise to a minimum after 10pm.
 - f) Respectful behaviour. All residents will be expected to be respectful to other residents, staff, other visitors, and neighbours in the locality. Abusive behaviour will not be tolerated.
 - g) Parking. There are no parking facilities on site.
 - h) Bicycles. Residents can store their bike on the site, it should be locked, and details provided to staff of the make and colour.
 - i) Pets. No pets are allowed.



- j) Late access. Residents should be mindful of their behaviour in the late evening/early mornings. Persistent noisy behaviour may lead to a curfew being imposed requiring return to the room by 11pm at the latest.

10. Tenancy checks

- 10.1. Housing support officers will carry out weekly visits to ensure rules are being maintained. Staff will check the rooms and communal areas to ensure health and safety standards are being adhered to, this will include sporadic unannounced room checks to ensure residents are aware that checks can be undertaken at any time, minimising risks of abuse going unnoticed. They will ensure that there are no illegal substances, weapons, fire hazards and unsafe appliances. Officers will also ensure that residents are not smoking in their accommodation and that accommodation is being kept clean and tidy and is being occupied.

11. Security

- 11.1. The Council will take care to always ensure the safety of residents and the building.
- 11.2. Security will be maintained by the concierge officers who will be present 24/7. Unauthorised visitors will be refused access to the site.
- 11.3. Access to the building will be controlled by concierge staff and closed-circuit television (CCTV). CCTV will also be in place outside the entrance door and in key communal areas of the building.
- 11.4. CCTV cameras will be monitored by staff and footage is recorded. An incident log will be maintained. If incidents occur the camera footage will be viewed and may be used to identify those guilty of poor behaviour and to report crime.
- 11.5. Staff and permitted visitors (contractors and external support staff) will be required to sign in and out of the building.
- 11.6. Concierge officers will monitor the building and external areas on a regular basis to ensure health and safety is maintained and that the building is secure.
- 11.7. Staff will report any criminal activity to the Police.
- 11.8. Staff will be able to call on additional advice and support out of hours from our Housing Options team in the case of an emergency.

12. Housing Support plans

- 12.1. Residents will be expected to engage with their housing support officer and other agencies to assist in overcoming issues they may face, to ultimately move into their own permanent accommodation.



12.2. Staff will identify support needs and create tailored action plans to address barriers to securing long term permanent accommodation with each resident. Regular meetings will be arranged to discuss progress or any difficulties. Housing support officers will encourage and assist in establishing connections with other specialist agencies to assist in the support of the resident. The approach will be person centred looking to focus on the needs of each resident.

12.3. Staff will arrange regular group activities to address particular needs. This will include budgeting skills, employability skills, education and training, cooking skills, maintaining a tenancy etc.

12.4. Residents who do not engage with support will risk losing their accommodation.

13. Dealing with nuisance and anti-social behaviour

13.1. Nuisance and anti-social behaviour will not be tolerated and the presence of staff 24 hours a day, seven days a week is intended to ensure that the Council is immediately aware of any issues that may arise.

13.2. Continued failure to abide by the licence agreement and House Rules will lead to a notice being issued and the loss of accommodation.

13.3. Poor behaviour around the scheme or wider neighbourhood will not be tolerated.

13.4. Violence, abuse, intimidation, or threatening behaviour towards staff, other residents or people in the locality will not be tolerated. Any resident or visitor who treats any person in this way within the scheme will be removed from the premises and may be prosecuted by the police.

14. Working with the scheme's residents

14.1. Council staff will work closely with the residents of the scheme to request feedback and engagement on the management of the building and support being provided. The Council will hold resident meetings to discuss plans and answer any questions.

14.2. The Council will encourage participation in other social, sporting and leisure activities to encourage stronger relationships and improved social interaction.

14.3. The Council will also support and encourage residents to seek employment or volunteering opportunities and signpost to agencies when appropriate.

15. Staff parking arrangements

15.1. There is no parking available at the premises for staff or visitors. Staff will be able to walk, cycle, carshare or use public transport to get to work and can use local Council carparking facilities adjacent to the premises.

16. Community engagement



- 16.1. The senior housing support officer will have the duty of maintaining regular contact with local stakeholders, including neighbouring commercial and residential premises, Shrewsbury Town Council, and Shrewsbury BID. The senior housing support officer will receive and deal promptly with any correspondence or enquiries. This will include the provision of a dedicated email address.
- 16.2. The senior housing support officer will regularly liaise with the Police, inviting Officers from the Neighbourhood team to call in, meet the housing support team and discuss any issues of concern. The Police have made use of the office as a base in the past and we will encourage this use of the facilities going forward. Contacts have already taken place with the Police about the change of use of the building and we are planning on working closely with the Design out crime officer to consider measures to reduce risk of crime or anti-social behaviour.
- 16.3. Regular contact will be maintained with local ward councillors to ensure good communication and ensure any concerns are addressed.
- 16.4. Feedback to the local community will be provided at least quarterly to ensure local residents and businesses are aware of the good work that is taking place and to address any issues, deal with any problems as they arise, and be assured that residents are successfully moving on into settled accommodation.

17. Review of management arrangements

- 17.1. These arrangements will be regularly reviewed to ensure they remain as effective as possible. As a minimum the arrangements will be reviewed on an annual basis.