



## Acacia Lodge, Yeovil Service Management Plan

Acacia Lodge is a supported housing service for people who are homeless and may be rough sleeping, aged 18+ with a local connection to South Somerset. We aim reduce rough sleeping to as near zero as possible and support people back into settled accommodation, preventing a return to the streets. We have 10 rooms that are part of our multi-agency assessment centre (“A beds”)

|           |                           |   |
|-----------|---------------------------|---|
| <b>1.</b> | <b>The Team</b>           | <p><b>Service Manager</b><br/>Leads and manages the Support Team</p> <p><b>Support Workers</b><br/>Provides support to all customers living in Acacia Lodge</p> <p><b>Senior Tenancy Officer</b><br/>Leads and manages the Housing Management Team (days and evenings)</p> <p><b>Day Intensive Housing Officers</b><br/>Provides a housing management service, including assessing and signing up new customers.</p> <p><b>Night Intensive Housing Practitioner</b><br/>Leads and manages the Night Team</p> <p><b>Night Intensive Housing Officers</b><br/>Provides a concierge and housing management service at night, which includes dealing with incidents and emergencies and ensuring a safe environment at night.</p> |
| <b>2.</b> | <b>Hours of Operation</b> | <p><b>The service has staff on site 24/7 with a minimum of two staff on shift at any time</b></p> <p><b>Morning shift:</b> Mon – Fri 8am-4pm</p> <p><b>Evening Shift:</b> Mon - Fri 4pm- 10pm</p> <p><b>Night Shift:</b> 10pm-8am</p>   |

|    |   |  |
|----|---|--|
|    |   | <p><b>At the weekends</b> the Night Shifts are from 8pm- 8am and the support and housing team finish at 8pm.</p> <p>There are three formal handover meetings each day. Staff meet to discuss issues from the previous shift. All customers must be discussed, the risk register and welfare check sheet should be reviewed. A completed handover sheet must be completed by the end of every shift.</p> <p>Additional support to staff is available from a range of agencies that we work closely with, including the Police, Somerset Drug and Alcohol Service, South Somerset District Council and Second Step.</p> <p>A contact telephone number for and email address for the service is provided for residents, partner agencies and community to report any issues or discuss any concerns</p> <p>All staff receive comprehensive training, including:</p> <ul style="list-style-type: none"> <li>Health and Safety</li> <li>Fire Safety</li> <li>First Aid</li> <li>Managing Incidents</li> <li>GDPR</li> <li>Professional Boundaries</li> <li>Safeguarding</li> <li>Administering Naloxone</li> <li>Psychologically Informed Environments</li> </ul> |
| 3. | <b>Addresses of property and number of bed spaces</b> | <p>Acacia Lodge<br/>Yeovil<br/>Somerset<br/>BA20 2RG<br/>Telephone: TBC<br/>Email: TBC</p> <p>The aim is to provide a minimum of 39 x 1 bed spaces arranged in clusters of ensuite rooms</p>   |
| 4. | <b>Outside space</b>                                  | <p>Parking is available on site for staff and visiting partner agencies<br/>It is extremely unlikely that residents will have cars, if a resident does have access to a car, a written agreement would need to be provided by the service manager to bring the car on site</p>   |

|    |                                  |   |
|----|----------------------------------|---|
|    |                                  | <p>A landscaping strategy plan will be adhered to</p> <p>Gardens and recreation space will be monitored by staff on site</p> <p>No doors from individual rooms will access outside space and doors leading to outside space will have access limited via authorised key card/ fob</p> <p>Perimeter fencing and gates will be secure, with no access to / from neighbouring properties</p> <p>External perimeter of the building as well as the car park, front garden and smoking area will be monitored by CCTV by staff on site</p> <p>A designated smoking area will be provided and not be permitted in any areas adjacent to neighbouring property. Any areas used for activities or recreation will be supervised at all times, including the courtyard adjacent to the north east boundary</p> |
| 5. | <b>Assessment and Acceptance</b> | <p><b>Referrals are received by the team from South Somerset District Council only</b></p> <p><b>Eligibility is assessed using the following criteria:</b></p> <ul style="list-style-type: none"> <li>• Homeless or rough sleeping with support needs</li> <li>• Local connection to South Somerset District Council</li> </ul> <p><b>Pets</b></p> <p>Pets in rooms are not permitted other than dogs by prior arrangement</p> <p>Residents are able to have their dogs in the building. A risk assessment will be carried out at referral stage to establish that the dog is not a risk to others</p>  |
| 6. | <b>Service Refusal</b>           | <p>Individuals may be refused access to this provision. Reasons for this could be because someone has a history of violence and aggression, drug dealing or if an individual is a safeguarding risk to others.</p> <p>This is a staff decision on a case by case basis. There are no permanent refusals. The decision to allow access or refuse should be reviewed on a regular basis to assess personal change</p>   |

|    |                                |  |
|----|--------------------------------|--|
|    |                                | All service refusals are reviewed by the Service Manager and the Senior Tenancy Officer  |
| 7. | Licence agreement and sign ups | <p>This function is co-ordinated by the Day Intensive Housing Officers</p> <p>A sign-up checklist details all the paperwork to be completed with the individual moving in. The Housing Benefit form can be completed via the mobile app. This must be prioritised during the sign up. Also, copies of ID, are collected at the sign up.</p> <p>This must to be completed for every person coming into accommodation. It is imperative that each person housed is aware of how the service operates as well as their own obligations and responsibilities. Individuals should will also be informed of what happens if they breach any of the rules and boundaries.</p> <p><b>Resident obligations:</b></p> <p>The Licence Agreement lists the obligations with us, as a landlord and of the licensee and covers:</p> <ul style="list-style-type: none"> <li>• The nature of the service</li> <li>• Shared facilities</li> <li>• Rent and service charge</li> <li>• Landlord’s responsibilities</li> <li>• Licensee’s responsibilities</li> <li>• What happens when the responsibilities are not followed</li> <li>• How to bring the licence agreement to an end</li> </ul> <p><b>Introduction to the building</b></p> <p>All individuals should be welcomed into the service, be given a full tour of the building and introduced to people within the building</p> <p><b>Other areas to include:</b></p> <ol style="list-style-type: none"> <li>1. Welfare checks and how often staff will be in contact for key working</li> <li>2. How often staff will visit the building and that part of their role is to actively check the health and safety of rooms and the communal areas.</li> <li>3. What to do if the fire alarms sound</li> <li>4. Using needle boxes to dispose of unsafe sharps</li> <li>5. How to raise an issue and/or make a complaint</li> </ol> |

6. Safeguarding and what to do if they feel they have been harmed/ may be harmed by others living at Safe Sleep
7. Local community and how we want to minimise ASB
8. Visitors Policy

**Needs Assessment**

Every individual referred and staying in out accommodation, will have a completed Assessment Form. This will have a comprehensive assessment of a person’s support needs and risk factors, including:

1. Physical health needs
2. Mental health needs
3. Substance and / or alcohol addiction
4. Offending history
5. Housing history
6. Risk profile
7. Engagement with other organisations

**Assessment Bed Provision**

Ten of our rooms form part of our A Bed Provision where a range of agencies work closely with our staff and individuals staying with us to look at the various different needs and service access and interventions.

Individuals should be in this provision for around 8-12 weeks depending on their chosen housing solution.

**Support Plans and Risk Management Plans**

As people stay in our housing and we get to know them, their support needs and risk factors will become more apparent, a support plan, risk management plan and recovery STAR can be completed in case management system InForm.

Regular case notes should be recorded in InForm.

Any changes in risk factors should be immediately documented on the Risk Register and a risk management plan should be recorded in InForm

|    |                             |   |
|----|-----------------------------|---|
| 8. | <b>Rules and Boundaries</b> | <p><b>Rules contained within the licence agreement.</b></p> <p>Our housing should not be a rule-based environment. We aim to develop a culture of trust and respect where we speak to people about their behaviour and rule breaches and to seek to understand the motivation and reasons that may be behind what is happening.</p> <p>If an individual breaches the rules, the staff must speak to them immediately, and away from others. Staff must be aware of how difficult it can be at times to maintain confidentiality, dignity and respect and privacy in shared space.</p> <p>Rule breaches should be documented and the Service Manager or another designated staff member can review what has been happening and find a way forward with the Team.</p> <p>An acceptable behaviour contract can be utilised as a way of helping that person to modify their behaviour. Wherever, possible we will aim to keep people within the service.</p> <p><b>Aggression and drug dealing</b></p> <p>There is zero tolerance of aggression and drug dealing. It may not be appropriate to use an ABC if there is significant drug dealing or violence. Support staff and the service manager will consider whether to issue a final written warning, a rescindable or a non-rescindable notice</p> |
| 9. | <b>Partnerships</b>         | <p>We work closely with partner agencies who may also offer support on to residents on site, including:</p> <ul style="list-style-type: none"> <li>• GP practices</li> <li>• Neighbourhood Police, building on the existing positive working relationship and excellent lines of communication already in place</li> <li>• Probation</li> <li>• Second Step mental health service</li> <li>• Somerset Drug and Alcohol Service</li> <li>• Homegroup, The Link day centre and outreach service</li> <li>• Holly Court – Community Mental Health Services</li> <li>• Yeovil District Hospital</li> <li>• South Somerset District Council</li> <li>• Yeovil One Partnership</li> </ul>   |

|                   |  |   |
|-------------------|--|---|
| <p><b>10.</b></p> | <p><b>Community Engagement</b></p>   | <p>A Community Engagement plan will be in place to ensure the service is reviewed with feedback from the local community. This will include a minimum quarterly community forum meeting.</p> <p>We are also an active member of the Yeovil One Partnership which seeks to find solutions to anti-social behaviour and looks at crime reduction initiatives</p>  |
| <p><b>11.</b></p> | <p><b>Dealing with complaints from individuals, the community and others</b></p> | <p>If anyone wishes to make a complaint, staff should find out whether they would like to make the complaint verbally or in writing and take notes about the complaint. It is good practice to give them a copy of our complaints policy.</p> <p>Our aim is to resolve complaints and to also look at what we can learn from them, to improve our practice and services</p> <p>Staff should send the complaint/ notes of the complaint to Customer Services in Bournemouth to log on our Open Housing system.</p> <p>Compliments can also be stored on Open Housing. Staff to email these to customer services</p> <p>Staff to forward complaint and compliments to the Service Manager</p> |
| <p><b>12.</b></p> | <p><b>Consultation, Involvement, Empowerment, and Co-production</b></p>          | <p>Support workers and Day Intensive Housing Officers will encourage individuals to be practically involved in the running of their home, and to provide meaningful feedback and comments to improve service delivery.</p> <p>Customers complete a survey based on appreciative enquiry, a month after they arrive and when they leave</p> <p>Staff will facilitate hold house meetings, comments and issues to be recorded on a dedicated spreadsheet</p> <p>BCHA is committed to Co-Production and customers will be encouraged to engage in opportunities to shape the service and the organisation</p>  |
| <p><b>13.</b></p> | <p><b>CCTV and use of technology</b></p>   | <p>The building will have CCTV monitoring coverage inside and out and is regularly monitored by staff on site and also the BCHA CCTV control room based in Bournemouth</p>  |

|     |                              |   |
|-----|------------------------------|---|
|     |                              | <p>A secure door entry system will be in place to allow controlled and safe access and exit from building limiting access to residents and designated visitors only</p> <p>Wifi and IT will be available on site for staff and residents</p> <p>Video conferencing services will be available on site for residents and staff to engage with online consultations and meetings.</p>   |
| 14. | <b>Safeguarding</b>          | <p>BCHA have comprehensive Safeguarding Policies which staff should be familiar with. Additionally, to this, there is elearning and multi-agency training organised by Somerset County Council. Staff are required to attend this classroom training.</p> <p>Staff are required to know the six principles of safeguarding:</p> <p><b>Empowerment, Prevention, Proportionality, Protection, Partnership and Accountability</b></p> <p>If a member of the team identifies a safeguarding concern, the safeguarding alert form should be completed and emailed to Somerset County Council/ Safeguarding</p> <p>It is possible to seek advice from the local Safeguarding Team and the Police.</p> <p>All information should be passed to the Service Manager to review.</p> <p>Staff should also ensure that there is safeguarding information at the service, so those living in our housing are able to understand Safeguarding and how they can raise a concern if they have one</p> |
| 15. | <b>Work with Individuals</b> | <p><b>Our approach:</b></p> <p>BCHA has strong values around how people working and living in our services should be treated. Staff build rapport and communication with people with a range of complexity.</p> <p>We also believe it is critical that our support work has the following foundations:</p> <p><b>Strengths based</b> – increase a person’s self-determination by building on their unique blend of strength, aspirations and experiences</p>  |



**Person Centred**- individuals should be in charge of their own lives, and be able to decisions and choices. As staff we may think that a person may be making a poor choice. Service users must have the chance to learn about making decisions and the unintentional and intentional consequences of decision and choices.

**Trauma and Psychologically Informed Environments** - Our approach takes an individual's thoughts, emotions, personality and past trauma and experiences into account and helps both staff and individuals to understand who they are and how to take steps forward in their relationships and lives. Mind maps encourage people to talk about their emotions and trauma and to gain a greater sense of self.

**Appreciative Enquiry** – There must be a positive approach to language and a focus on solutions and meaningful problem solving. Staff should support individuals to take small steps forward and to embrace personal positive change

**Recovery Journey** - We encourage people to face their own personal circumstances and journey and to develop a sense of confidence in what they want their lives to be

|     |               |   |
|-----|---------------|---|
| 16. | Risk Register | <p>The risk register records all the risks associated with that individual</p> <p>On a daily basis, the staff will make an assessment around risk, the aim of this process is to provide more intensive support and monitoring to individuals who are presenting with higher risk issues.</p> <p><b>High Risk</b><br/>Individuals who are assessed as needing intensive support will have more frequent daily welfare checks . This should be re-assessed every morning.</p> <p><b>Medium Risk</b><br/>All new individuals, not known to the service, should automatically be assessed as either medium risk or high risk based on the risk assessment in their Assessment Form.</p> <p><b>Low Risk</b><br/>There will be individuals who have a low level of support needs and require a minimal level of welfare checks</p> <p><b>Lone Working</b><br/>There are times when individuals, should only been seen in a communal area or when there are other staff present</p> <p>This should be recorded on the Risk Register and monitored daily</p> |
|-----|---------------|---|

|     |  |  |
|-----|--|--|
| 17. | <b>Welfare Checks</b>                              | <p>Support Workers and Day Intensive Housing Officers carry out a minimum of one welfare check per shift. This involves speaking to the person or checking them in their room. Welfare checks can be carried out by speaking through the door. If there is no answer, staff are required to go into the room and to check that the individual is ok.</p> <p>Staff should also check the communal areas, including kitchens and bathrooms as part of this process.</p> <p>For individuals who are medium or high risk, staff may decide to carry out more than one welfare checks per shift</p> <p>Checks are logged on the welfare check time sheet and initialled by the member of staff carrying out the welfare checks.</p> |
| 18. | <b>Health and Safety Checks and Wellbeing</b>      | <p>Once a week, health and safety checks of each of the rooms and communal areas should be carried out and documented</p> <p>For rooms found to be unsafe, support and housing staff must work together with the customer to develop a shared plan:</p> <ol style="list-style-type: none"> <li>1. Rooms need to be made safe as quickly as possible</li> <li>2. Customers and staff to work together to maintain a room that promotes wellbeing and good mental health</li> </ol> <p>Where customers are unwilling to engage in a plan, the Service Manager will work closely with the workers and also the customer to find an agreed way forward.</p>  |
| 19. | <b>Building Compliance</b>                         | <p>We are required to be compliant in several areas of building safety Including</p> <p>Fire<br/>Legionella<br/>Electrical installation<br/>Gas servicing<br/>Asbestos</p> <p>BCHA compliance checks are overseen by our Asset and Housing team</p>  |
| 20. | <b>Finding suitable move on/ housing solutions</b> | <p>A key area of support work, is finding individuals suitable housing to move onto, as well as helping them set up a home. The options vary, based on the needs and past history of that individual.</p>  |

|                   |                         |  |
|-------------------|-------------------------|--|
|                   |                         | <p>Working closely with officers at SSDC, Day Intensive Housing Officers will develop and update Personal Housing Plans with our customers, looking at suitable housing solutions</p>  |
| <p><b>21.</b></p> | <p><b>Evictions</b></p> | <p><b>Evictions:</b><br/> Eviction should only be used as a last resort. Normally evictions will be for</p> <ol style="list-style-type: none"> <li>1. Aggression</li> <li>2. Dealing</li> <li>3. Rent Arrears</li> <li>4. If a customer’s support needs/ care / social care needs are too high to live in our accommodation</li> <li>5. If a customer puts someone at risk of harm/ causes safeguarding issues</li> </ol> <p>Evictions, should be carried out by two members of staff. The letter and the notice should detail where that individual can go to, to get help to find alternative accommodation and support. Staff to assess that the individual has capacity and fully understands that they have been asked to leave the accommodation</p> <p>Customers must be told that their belongings will be disposed of, after 7 days if not collected.</p> <p>If staff are concerned about their safety and the safety of other customers, or if they think there is going to be a breach of the peace, the police should be involved in the eviction.</p> <p>Staff should inform all agencies working with that individual that they are going to be evicted.</p> <p>If the person being evicted, wishes to appeal the eviction, they are able to do so within seven days. The eviction will still go ahead. The appeal will be heard by an independent BCHA manager.</p> <p>Approval to be sought, where possible, from the Business Manager, Tenancy Sustainment Manager or Head of Service.</p> <p>All evictions to be recorded on SI database and all documentation to be emailed to the Tenancy Sustainment Manager.</p> <p><b>When an individual is excluded from the building and our services, we must inform all relevant support agencies</b></p> |

|     |   |   |
|-----|---|---|
| 22. | <b>Dealing with Anti-Social Behaviour</b> | <p>Incidents of ASB will be managed in line with BCHA policy</p> <p>When staff find out about an ASB incident, it is vital that staff speak to the alleged perpetrators and victims as quickly as possible.</p> <p><b>Principles</b></p> <ol style="list-style-type: none"> <li>1. The evidence required to take action is based on balance of probability. Staff are able to use evidence from customers and others, who do not wish to be identified.</li> <li>2. Once staff have established what has happened, they need to agree on the strategy to reduce the ASB</li> <li>3. It may be appropriate to organise a multi-agency meeting or have a multi-agency discussion or plan to prevent further ASB and breaches of licence.</li> <li>4. Staff to keep all involved informed of what is happening.</li> </ol> <p><b>Our approach</b></p> <p>Staff to establish what they believe has happened and who is responsible. It is important to the local community and the reputation of the service, that all ASB is handled robustly, for example:</p> <ol style="list-style-type: none"> <li>1. Staff to talk to individuals, if they are congregating outside of the building</li> <li>2. Aggression</li> <li>3. Any litter, cans and bottles directly outside the building and in the car park to be removed.</li> <li>4. Other ASB, including ASB from visitors</li> <li>5. Actively helping customers to resolve conflict caused by living in shared accommodation</li> </ol> <p>If any of the local businesses and/ or local residents ring or approach staff with any complaints of this nature, this is to be escalated to the Service Manager. Staff to provide complainants with contact details of the Service Manager / Senior Tenancy Officer.</p> <p>Staff will challenge residents if there are concerns their behaviours, whilst away from the service, are impacting local residents</p> |
| 23. | <b>Acceptable Behaviour</b>               | <p>An Acceptable Behaviour Contract (ABC) is a written signed agreement between the individual and our service. The main aim of an ABC is to help a person who is breaching rules and boundaries, or</p>  |

|                  |                                    |  |
|------------------|------------------------------------|--|
|                  | <p><b>Contracts (ABC)</b></p>      | <p>involved in ASB to acknowledge to their behaviour, understand how it affects others, and to find ways to modify or stop negative behaviours.</p> <p>Staff and customers usually find 2-3 action points to agree together, e.g. not shouting in the building, and meeting with staff for support.</p> <p>The ABC will run for a period of up to one month after which it will be reviewed by the Senior Practitioner</p> <p>An ABC can not only relate to conduct on-site but also off-site</p>  |
| <p><b>24</b></p> | <p><b>Visitors</b></p>             | <p>We currently operate a zero visitor policy</p>  |
| <p><b>25</b></p> | <p><b>Drug use and dealing</b></p> | <p>Illegal drug use is not allowed in our buildings</p> <p>If an individual is found using/ or to have used on the premises, this matter is to be written up as an incident and referred to Senior Practitioner.</p> <p>The Service Manager and support staff will meet with the individual and will look at whether to develop an ABC with them around this</p> <p>We have a zero tolerance to any form of dealing on the premises or in our local community.</p> <p>The evidence needed for suspicion of dealing is balance of probability and not beyond reasonable doubt. We need to have evidence of suspicion not actual dealing to take action</p> <p>If you believe that someone may be dealing, the team must monitor that person and record any suspicious behaviour.</p> <p>If the evidence points to someone dealing, then the Service Manager and the support staff can issue a final written warning, rescindable or non-rescindable notice based on evidence, proportionality and circumstances.</p> <p>The Service Manager will then send a letter to all those living in the building letting them know that a service user has been excluded and that the police have been informed that staff have suspected them of dealing.</p> |

|     |                                   |   |
|-----|-----------------------------------|---|
|     |                                   | The police are always contacted when this happens. If illegal substances are found in the building, staff must immediately contact the police via 101 and ask whether they would like to collect it.  |
| 26  | <b>Naloxone</b>                   | <p>All staff will receive training from SDAS, the local drug and alcohol team, on when and how to administer Naloxone, which is an intramuscular injection.</p> <p><a href="#">Naloxone</a> is an opiate antagonist that temporarily reverses the effects of an opiate overdose. Many of the opioid drugs often involved in overdoses last much longer in the body.</p> <p>Every incident of Naloxone use should be recorded as a Serious Incident.</p> |
| 27  | <b>Alcohol dependency and use</b> | <p>There may be individuals who are physically dependent on alcohol so it can be potentially dangerous for them to stop drinking abruptly. In this situation, we will work closely with the local drug and alcohol team to develop an agreed plan so that these individuals have discreet access to alcohol.</p> <p>For those, who use alcohol but are not alcohol dependent, this approach is discouraged.</p>   |
| 28. | <b>Curfew</b>                     | <p>The curfew begins at midnight and ends at 7am</p> <p>If an individual, has not made prior arrangement with staff around accessing the service after this time, customers will not be given access to the service after this time.</p>  |
| 29. | <b>Health and Safety</b>          | <p>Staff to:</p> <ul style="list-style-type: none"> <li>• Read the comprehensive Health and Safety Policy and Procedures</li> <li>• Complete elearning training course</li> <li>• See Health and Safety as everyone’s responsibility</li> <li>• Report any Health and Safety issues to the Senior Practitioner and record on the Handover documentation</li> </ul>  |

|    |             |   |
|----|-------------|---|
|    |             |   |
| 30 | Fire Safety | <p>There is a fire risk assessment for the building, which staff must be familiar with. The Tenancy Sustainment team leads on this area</p> <ul style="list-style-type: none"> <li>• Fire drills are regularly carried out</li> <li>• Fire doors to be kept closed</li> <li>• Fire safety equipment is inspected weekly</li> <li>• Exits to be clear</li> <li>• If someone has a history of arson, they are to be assessed as high risk in the risk register</li> </ul> <p>Smoking inside the building is not permitted, outside only in designated smoking area which will be located so as not to impact other residents or neighbours.</p> |
| 31 | Cleaning    | <p>It is important that there is a high standard of cleanliness. If support staff find the following in an unacceptable state:</p> <ol style="list-style-type: none"> <li>1. Communal areas</li> <li>2. Toilets and bathrooms</li> <li>3. Kitchens</li> <li>4. Outside space</li> </ol> <p><b>Staff may need to speak to customers and the cleaning team to quickly improve standards</b></p>   |
| 32 | Accidents   | <p>Accidents for all individuals:</p> <ul style="list-style-type: none"> <li>• Seek medical advice/attention if required</li> <li>• Report to one of the managers</li> <li>• We record all accidents centrally.</li> <li>• Each report needs to be signed off by two managers</li> </ul>  |
| 33 | COVID 19    | <p><b>There has been considerable work done around how we keep our staff and customers safe.</b></p> <p>All staff must be fully aware of what is required under:</p> <ul style="list-style-type: none"> <li>• Business Continuity Plan</li> <li>• COVID Risk Plan</li> <li>• PPE requirements</li> </ul>  |



