

Andersons House, Florence Street, Hitchin

One YMCA Statement of Need and Management

1.0 Introduction

- 1.1 The National YMCA Federation has been providing support, advice and accommodation to some of the most vulnerable members of society for over 176 years. Within Hertfordshire, Bedfordshire and Buckinghamshire, this is delivered by One YMCA (an independent federated organisation) which provides supported housing services across 36 different sites, ranging from single occupancy and shared housing units, through to larger 24, 40, 140 and 200 bed hostel schemes.
- 1.2 These supported housing facilities accommodate over 1,115 vulnerable individuals each year. Following the help and guidance which we provide, more than half of these previously homeless individuals are able to achieve independence in any given year.
- 1.3 In addition to providing specialist housing, One YMCA provides support to around 150,000 vulnerable individuals each year through a range of specialist services, delivered across Hertfordshire, Bedfordshire and Buckinghamshire, such as counselling, domestic abuse and sexual violence support, early years education, youth work and youth mental health counselling, health and wellbeing activities and family services.
- 1.4 Within One YMCA's hostels support is directly aligned to the individual needs of residents on a person-centric basis, ensuring their journey towards independence and independent living is optimised. The One YMCA support model has been nationally and internationally recognised for its effectiveness and is already being successfully delivered throughout other parts of the country.
- 1.5 The proposed conversion of Andersons House will accommodate 86 individuals. One YMCA's experience and local knowledge means it has all the necessary asset and people management protocols in place to operate the facility.

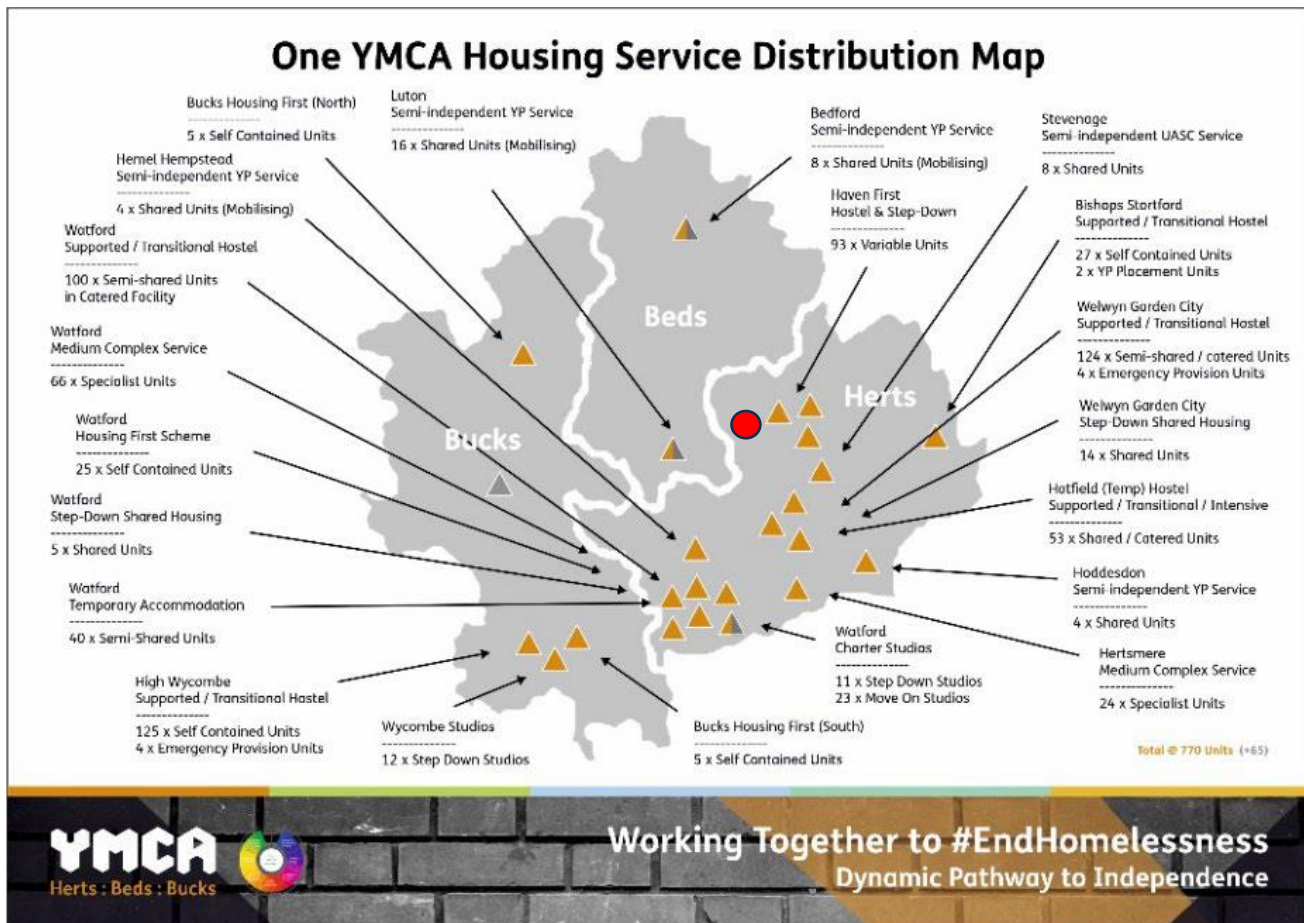


Figure 1: Existing One YMCA provision in Herts, Beds and Bucks with the proposed new hostel at Andersons House identified

- 1.6 One YMCA is a registered Housing Association (H4418) and Registered Charity (1102301), and as such the Company (4430743) is regulated by the Regulator of Social Housing and Charity Commission. The organisation has an annual revenue of around £27 million and directly employ over 400 and experienced staff, including centralised HR, finance, legal and ICT teams and our dedicated front line delivery teams.
- 1.7 All of One YMCA's activities are overseen by a Trustee Board which in turn has responsibility to our commissioners, regulatory bodies and for the effective use of public funds and safeguarding.

2.0 Homelessness

- 2.1 The challenges of meeting and supporting the needs of those facing homelessness and rough sleeping is a growing one. It presents a need to carefully balance the needs of those directly affected and also those in the communities in which they live.
- 2.2 However, left unaddressed the social, financial and human costs can escalate dramatically. Ultimately risking a far greater cost and negative impact for all, including the opportunity loss of failing to support members of our communities to reach their full potential.
- 2.3 Using Office of National Statistics and HACT data for 2021/22 we have independently calculated that we saved or contributed £19.8m to the public purse last year through our local housing programs (based on the cost consequences and added social value of our work):
- A single homeless individual costs the public purse around £10.8k pa, including substantially increased demands on local health care and criminal justice systems.
 - Where a homeless individual gains independence they contribute around £4.3k pa in added social value, including direct spending, employment and community contribution.
- 2.4 These figures do not take account the human costs, which indicate the rate of morbidity on those vulnerable individuals is significant. National data suggests those experiencing homelessness or rough sleeping may die over 37 years sooner than others in their community.
- 2.5 This social and community impact results in substantial extra demand on existing public service, criminal justice and health sector resources. With the potential risks of increased anti-social behaviour (e.g. street drinking and begging) remaining unaddressed.

3.0 One YMCA Expertise

- 3.1 Where areas of high deprivation or increased need have been identified One YMCA is committed to working with authorities to offer help and support.

- 3.2 One YMCA offers a specialist homelessness and rough sleeper prevention service which is in line with our award-winning Dynamic Pathway to Independence model.
- 3.3 The model has a proven track record of delivering highly effective person centric support to those who have experienced significant trauma and historic challenges. This includes specialist complex needs, mental health, substance misuse and offending support. It is through this specialist model of 5+1 distinct stages of support and accommodation that we already successfully support individuals in North Hertfordshire. With each of them having experienced similar trauma and barriers to their life.

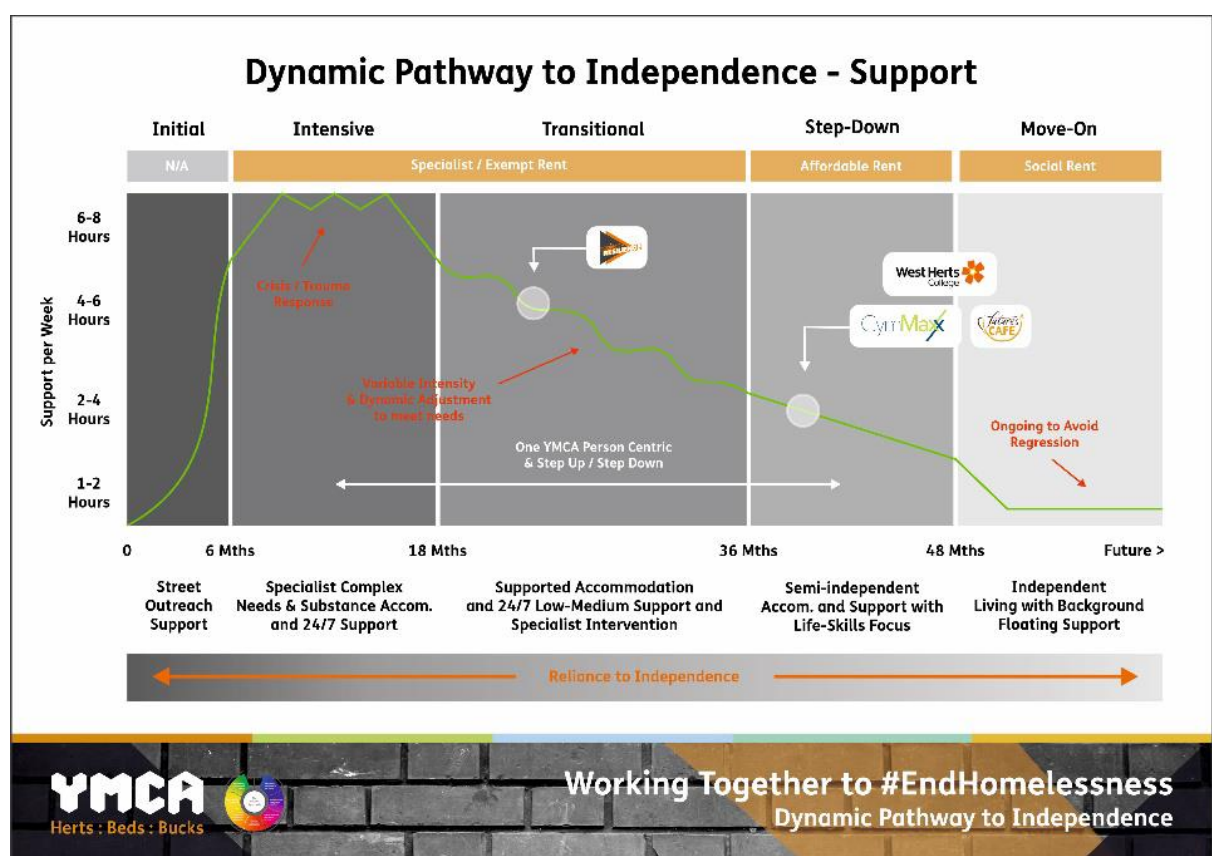


Figure 2: One YMCA's Dynamic Pathway to Independence Model

- 3.4 With five seamlessly interconnected stages, each comprising a different amount and type of specialist support, we are able to achieve an unprecedented volume of positive outcomes.
- 3.5 Unlike many other traditional hostel operations our DPI Model works on a step-up / step-down basis, ensuring the chances of negative outcomes, eviction or anti-social behaviour are substantially reduced. To ensure the best possible outcomes we deploy the most appropriate

staffing resource, specialism and volume, to each individual stage of the DPI. This individual support resource then supplemented by 24/7 background supervision for stages 2 and 3.

3.6 Site based support functions are then supplemented with additional value-added, holistic and future focused elements. These include our #ProjectResilience, health & wellbeing mentors; #ProjectVoice, lived experience specialists; and #ProjectFutures, vocational coaches.

3.7 The Dynamic Pathway to Independence was recognised as:

- Homelessness Project of the Year at the UK Housing Awards in 2022
- Business of the Year by the Hertfordshire Chamber of Commerce in 2022
- Youth Matters Accommodation Project of the Year in 2021 and 2022

3.8 All aspects of the model are delivered in a psychologically informed environment, with residents and staff benefiting from the creation of (zoned access) micro communities. This ensures maximum engagement and shared commitment from residents.

4.0 Comparative Schemes

4.1 One YMCA is very familiar with working with partners – local authorities, developers and landlords – to deliver bespoke schemes into identified areas of local need in a variety of different locations.

4.2 These include our existing 141 unit homelessness and accommodation and support service in High Wycombe. With that service benefiting from commissioned support funding from Buckinghamshire County Council and the Department for Levelling Up, Homes & Communities.

4.3 Another scheme is YMCA Brindle Court, a 40 unit partnership development around 3 miles outside Watford Town Centre. The unit was refurbished to specifically align to the DPI model, specifically for stage 2 residents with complex needs and historic trauma.



Figure 3: Brindle Court, Watford, providing 40 ensuite rooms

- 4.4 Another of our schemes provides seamless transition for 24 vulnerable individuals moving between DPI stage 2 and 3, operates in Hertsmere. This scheme was mobilised in partnership between the local authority, landlord, DLUHC and One YMCA.



Figure 4: Shenwood Court, Borehamwood

5.0 Assessment of Need

5.1 In Hertfordshire, One YMCA has been working with a number of organisations to identify and respond to the needs of homeless people within the area, including the County Council, Hertfordshire Growth Board, Commissioners in Children Services and Adults with Complex Needs, Helping Herts Homeless and Homes England.

5.2 Within Hertfordshire there is a growing need to support young homeless individuals in particular, demonstrated by the following:

- There were over 900 referrals of young people aged 16-25 to county wide homelessness advice and support services provided by Herts Young Homeless in 2022/23.
- Over 2,400 nights of emergency 'crashpad' accommodation for 16-17 year olds were provided in 2022/23.
- One YMCA data across c 700 bedspaces over the past few years demonstrates a growing trend towards younger and younger residents in its hostels, suggesting that provision of this type will become increasingly necessary.

5.3 There is significant need within North Herts to help vulnerable homeless individuals, especially young people aged 18-25 years who are at risk of homelessness and rough sleeping. This cohort of young people was identified following detailed analysis of data for young people who have applied to the Council for homelessness assistance since April 2021. Data on previous accommodation arrangements and support needs was interrogated in order to identify a target group of young people most at risk of rough sleeping, namely those individuals who are:

- homeless on departure from an institution
- of no fixed abode or rough sleeping, and/or
- with multiple support needs

5.4 In particular, homeless approaches to the Council increased significantly during the Covid-19 pandemic and remain high because of the ongoing cost of living challenges, a shortage of affordable housing locally and rising demand from outside the district.

5.5 North Herts Council, as a local housing authority, has duties contained within homelessness legislation to provide advice and support to households who are homeless or threatened with homelessness. This includes, amongst others:

- a prevention duty to take reasonable steps to help prevent applicants from becoming homeless;
- a relief duty to take reasonable steps to help homeless applicants to secure accommodation;
- an interim accommodation duty to provide emergency accommodation for homeless applicants who may be in priority need (primarily families and vulnerable individuals); and
- if homelessness is not successfully prevented or relieved, a main housing duty to provide settled accommodation to those in priority need.

5.6 The Table below sets out the number of homeless households to whom the Council has owed relief and main duties over the past five years, highlighting the impact of Covid-19 and the ongoing high levels of demand. The rise in households owed a main housing duty, of settled accommodation, is particularly stark and this has been driven to a large extent by an increase in approaches from vulnerable single people. The Table also sets out prevention duties owed to households approaching due to a risk of homelessness.

	2019/20	2020/21	2021/22	2022/23	2023/24
Households owed a prevention duty	275	229	194	175	207
Households owed a relief duty	219	385	281	241	269
of which, single households	170	322	217	168	178
Households owed a main housing duty	65	90	128	123	131
of which, single households	14	33	53	43	43

Source: HCLIC data and NHC case level analysis

5.7 In addition, there is further demand, not reflected in the table above, from households who are not receiving or engaging with support from housing services. Data provided by North Herts Housing indicates that each year the Council deals with over 1,000 'advice only' cases in addition to cases where a duty is owed. Many of these cases are people simply seeking advice about their housing situation, but others are referrals from other public services (such as job

centres, prisons, social services) where it is believed that a household might be homeless or at risk of homelessness.

- 5.8 Furthermore, there is an increase in the number of complex cases, where an individual has multiple needs which need support. Of the households to whom the Council owed a duty in 2023/24, 63% had one or more support needs – this compares with 51% of households in 2019/20.
- 5.9 The Council is able to provide temporary accommodation for homeless households in partnership with Settle, a local affordable housing provider and this comprises some 80 units of accommodation, mostly for families, with a small number of units for single people. The Council also currently funds a small amount of additional temporary accommodation within North Herts for single people with complex support needs, provided by other local housing specialists, including One YMCA.
- 5.10 However, demand outstrips supply and due to the shortage of temporary accommodation, the Council relies on hotel placements in order to fulfil its legal duties, but this is far from ideal. Furthermore, in 2023/4 the vast majority of single people in temporary accommodation (87%) had support needs, with almost two-thirds having two or more support needs, including: mental health problems, physical ill health, drug and/or alcohol dependency, domestic abuse, learning disabilities and offending history. Some were homeless on departure from an institution such as prison or hospital.
- 5.11 It is these individuals in particular who require support-based accommodation. There are only around 45 units of supported accommodation in total for single homeless people in the whole district, which is well below the demand levels highlighted above, let alone those who failed to respond or engage with the Council.

Single Homeless Accommodation Programme

- 5.12 SHAP (Single Homelessness Accommodation Programme) is one of the former Government's strategies to assist with putting an end to rough sleeping by providing specialist supported accommodation. In launching the programme in 2022, the Government stated:

We know that there are multiple, complex and overlapping drivers behind rough sleeping, and that both adults with a long history of rough sleeping or with complex needs and young people (aged 18-25) at risk of or experiencing homelessness or rough sleeping are key cohorts that must be supported if we are to end rough sleeping..... We understand the importance of support funding alongside accommodation to provide people with high-quality, tailored support to meet their needs and assist young people in their transition to adulthood or adults in their recovery from rough sleeping, and SHAP will therefore offer capital for accommodation alongside three years' funding of support.

- 5.13 In 2023 Hertfordshire County Council successfully applied for SHAP funding to assist with the provision of supported accommodation for young people aged 18-25 years at risk of homelessness and rough sleeping, with One YMCA identified as the delivery partner.
- 5.14 The bid was based on analysis which identified a cohort of at least 20 young people each year in North Herts who are vulnerable and at risk of rough sleeping and whose needs are not currently met. These vulnerable young people have typically dropped off the existing pathway because of lack of suitable support and associated inappropriate behaviours. Almost half have made previous approaches to the Council for homelessness assistance and some have been refused accommodation placements due to the accommodation not being suitable for their needs.
- 5.15 A scheme of is required, offering medium-high support in self-contained accommodation in a psychologically informed environment that offers a safe space for young people facing multiple disadvantages, from mental health and learning disability issues, to a history of being in care and sometimes prison.
- 5.16 A review of outcome data and case notes revealed that approximately half had experienced negative outcomes despite assistance from the Council, including failure to engage and a return to sofa surfing and other unstable arrangements. Those with a history of repeat homelessness/rough sleeping, a history of offending and care leavers were least likely to have a successful outcome.
- 5.17 Shared accommodation is not appropriate for this client group due to their high/complex support needs. Wraparound tailored support by onsite staff will be provided to support

residents along the pathway, including help with accessing and engaging with external specialist support.

- 5.18 Progression along the pathway is important and Andersons House will act as a feeder site to other YMCA stepdown/move-on units so residents are able to move closer to independent living.
- 5.19 Move-on accommodation is generally very limited in the district. Preference for social housing is given to young people in supported accommodation who are ready to move into independent living, but social housing is in high demand locally and waits can be long.
- 5.20 One YMCA currently provides 40 bedspaces for 16-17 year olds across 5 sites in Hemel Hempstead/ Watford /Stevenage/Hoddesdon and Bishop's Stortford and 42 bedspaces in East Herts/ Hatfield and Watford for 18-25 year olds. These schemes cater for young people across the county and a waiting list operates for all of them on which there is currently 6 young people from North Herts.
- 5.21 For young people who are not able to access these schemes because their support needs are too great or for those requiring immediate accommodation because existing arrangements have broken down irretrievably or potentially because the young person is at risk, the Council has had to rely on hotel placements. Many of these placements are out of the district as many local hotels refuse to work with the Council due to the complex needs of the residents.
- 5.22 Some outreach support is available for those with mental health and substance abuse needs, commissioned through Herts County Council, although this cannot be delivered effectively in hotel settings.
- 5.23 Gaps in provision have been identified and quantified using case level data held by North Herts Council, produced as part of the homelessness assessment process and supplemented by referrals data for existing services.
- 5.24 Across the county, there is no other known provision which incorporates the campus-style approach to supported accommodation, which is being proposed by One YMCA, where

'learners' (rather than residents) are supported by 'life coaches' (rather than case workers) within a 'campus' learning environment (rather than a homeless hostel). This proposal will fill a clear gap for this kind of psychologically informed environment, layered with the trauma informed approach from trained staff.

- 5.25 No specific groups of young people with protected characteristics have been identified as experiencing gaps in provision or disadvantage. Young black people and those of mixed ethnic origin are slightly more likely to fall in our target group (making up 7% and 9% respectively of the group, compared to 2% and 4% of the North Herts population) but overall, outcomes for these groups are favourable, making up 19% of positive outcomes. Young men and women are pretty equally represented in the target group and outcomes. Numbers reporting to be LGBTQ+ and minority religions are extremely small, precluding robust analysis.
- 5.26 New provision needs to be based on a trauma informed care approach due to the multiple disadvantages faced by the cohort.
- 5.27 Provision of a specialist scheme for young people facing multiple disadvantages will broaden and strengthen the existing pathway by both creating additional capacity and providing for a more tailored offer for a greater number of clients.
- 5.28 A specialist scheme would reduce reliance on hotel placements (though these may still be needed for initial emergency placements) for those young people with support needs which are too high for existing provision and enable young people to access the support they need to work towards independent living.

6.0 Andersons House

- 6.1 Andersons House has the support of Herts County Council – including Hertfordshire Growth Board, Commissioners in Children's Services and Adult Complex Needs – and Homes England and will meet the needs of two groups: young people aged 18-25 – as identified in the SHAP bid – and adults.

- 6.2 The proposed development comprises the conversion of the existing property – which was previously a sheltered housing scheme for the elderly – to provide accommodation for 86 individuals.
- 6.3 In Hitchin, at our existing hostel at 25 Nightingale Road (The Sanctuary), located around the corner from Andersons House, we have recently secured planning permission to redevelop the property to provide a new hostel accommodating 23 homeless individuals. We have secured funding from Homes England to deliver the scheme, but this is now under review, given the identification of Andersons House as a potential opportunity. Andersons House could accommodate a larger number of homeless individuals and provides a greater level of amenity space for potential residents. As a conversion, it is also more financially viable than a new build scheme.
- 6.4 On the Ground Floor a range of facilities will be provided for residents including a lounge area, laundry facilities and counselling rooms. The layout of the existing building lends itself to providing a mix of single occupancy (for young SHAP individuals) and shared rooms (for adults), alongside support facilities and internal and external amenity space. Separate entrances can be provided to support the two groups.
- 6.5 Our overall objective within our specialist supported housing services is to provide a safe, secure home for our residents, in an environment that is conducive to promoting positive movement towards independence.
- 6.6 The overall principle and function of the service is to support residents to identify, address and overcome any barriers or trauma that may be preventing them from progressing towards independence. This includes mental health, wellbeing, money management, tenancy awareness and vocational skill set training and often extends to include day trips, fitness activities and seasonal engagement events.

Resident Profile

- 6.7 As indicated above, Andersons House will cater for two groups of individuals: 18-25 year olds and adults.
- 6.8 The site has been carefully selected to align with an identified area of need, which has been informed through careful analysis of the need in North Hertfordshire. Residents will typically have been sleeping rough or sofa surfing for a period of time and have other issues which need addressing through a careful package of support.
- 6.9 Residents will stay for periods of varying length depending on their needs and their journey on the Dynamic Pathway to Independence. The shortest period will be 3 months, with some staying for a year or more. The length of stay helps us to build a strong and balanced community, providing stability and support to those who need it most.
- 6.10 Each resident is required to enter into a tenancy/licence agreement with One YMCA which clearly sets out the responsibilities of each. In addition, each resident is provided with a dedicated site-specific handbook. The handbook provides guidance and a range of useful information on things such as:
- Security
 - What to do in an emergency
 - Community rules
 - Room inspections
 - Repairs and maintenance
 - Local amenities and transportation
- 6.11 All our residents are supported intensively to ensure they are equipped and able to appropriately manage their rental payments and address any historic arears. Ultimately helping them to acquire the skills to be able to live independently upon exist into the wider community.

The Team

- 6.12 The staff team at Andersons House will consist of:
- A Specialist Supported Housing Manager and/or Deputy Supported Manager, (depending on the shift pattern)
 - 1 Complex Needs Specialists
 - 5.5 FTE Supported Housing Worker
 - 1.5 FTE Specialist Project Workers (Resilience/Futures/Voice)
 - 2 experienced overnight Concierge Supervisors
 - 3 Housekeeping Team
- 6.13 The on-site team will be supported by:
- (i) One YMCA's Head Office teams, including Place & Environment, responsible for all day to day repairs and the programming and management of compliance and planned maintenance, Finance, HR, ICT, Health and Safety and Legal.
 - (ii) Oversight and scrutiny through our Executive Team and Trustee Board of 12 members, including dedicated Safeguarding Committee, Audit & Risk, Governance & People Committee and Resources Committee.
- 6.14 Each cohort – 18-25 year olds and adults – will be supported by a separate team providing appropriate directed help and guidance through dedicated members of staff.
- 6.15 All of our resident facing team members will be equipped with appropriate skills and experience to ensure the best possible outcomes for all involved. They will have the dedicated skill sets aligned to the level of need presented by residents, with an ongoing and constant commitment to training and development, delivered via our iHasco online training portal (e.g. lifting and handling, COSHH, GDPR, Lone Working, Fire Safety) and specific Safeguarding training relevant to the resident cohort.
- 6.16 All aspects of operation are informed by a robust and highly developed set of operational policies and processes, with those under constant and periodic review as part of our overall governance framework. Those policies being compliant and aligned to the expectation of the Regulator of Social Housing and Charity Commission.

- 6.17 Safeguarding is a key focus area and all team members will be recruited in line with 'Safer Recruitment' principles, including multiple reference checks and DBS vetting to an enhanced level.
- 6.18 Pastoral and wellbeing support is provided for all team members, including Reflective Practise, by our in-house Complex Needs Manager and young persons counselling service (Signpost), Chaplaincy & Culture Team and automatic subscription to our Simply Health Wellbeing programme.

Security

- 6.20 Security provisions are tailored around the nature, size and location of the site. At Andersons House our aim is to provide visible but unobtrusive presence, through a combination of CCTV provision, access control and personnel.
- 6.21 In the building there will be:
- Two points of entrance (one for 18-25 year olds, one for adults) both of which will require a fob to gain access to the building, thus ensuring that only authorised persons are within the residence.
 - A staffed reception providing 24 hour / 365 days per year concierge service at the entrance to the property.
 - Full colour IP based CCTV which will cover a range of areas, including: the entrance, reception, lift, office areas, lounge, stairs, bin stores and cycle parking. The CCTV will be linked back to monitoring screens in the office, with the ability for remote internet log-in, and storage capacity for a minimum of 4 weeks
- 6.22 Although behavioural issues are infrequent, One YMCA will work closely with the local Police and will encourage the local beat officer to visit regularly to meet the on-site team and become a known presence to the community. We will encourage active participation in any local Resident Watch Schemes and other initiatives to reduce crime and improved security for the residents.

- 6.23 All team members undertake an induction to ensure they are fully aware of One YMCA's procedures on for on-site teams. With specific training provided around the management of incidents, including Fire Warden and evacuation training.
- 6.24 Overnight support staff will provide an on-site presence and will be the first response for any emergencies and will carry out regular patrols of the interior and exterior of the building. The shift pattern will be continually adjusted to meet the needs of the property.
- 6.25 One YMCA has an escalation procedure to enable the on-site team to contact senior team members up to the Executive Level on a 24/7 basis if needed in the event of significant incident occurring out of hours. This is detailed and communicated through the Business Continuity Plan.

Health and Safety

- 6.26 The health and safety of residents is paramount. One YMCA have partnered with Assurity to provide external and independent professional health and safety advice. They also fulfil the scrutiny and assurance piece for the Board of Trustees.
- 6.27 The fire alarm system will be monitored by on-site team in line with standard operating procedures, with an investigation delay process programmed in, where permitted, to allow the on-site team to minimise false alarms. The cause-and-effect logic will balance the need for fire safety whilst avoiding unwanted fire signals.
- 6.28 Residents are fully inducted and familiarised to the site at the point of moving in, including the issuing of an (easy read) site and service induction manual, with a specific section on Fire Safety that requires them to confirm that they will:
- make themselves aware of the evacuation point and the evacuation route;
 - immediately leave the building to the agreed evacuation point when the fire alarm sounds;
 - not tamper with the smoke detectors or fire safety equipment; and
 - not cause any obstructions in the corridors or the communal stairwells and corridors

- 6.29 In addition, One YMCA will invite the local fire service to attend periodic resident forum meetings where they will provide information and guidance of the potential hazards within the home that could cause a fire. The Fire Service and on-site team will also explain the consequences of raising false alarms.

Housekeeping

- 6.30 Residents will be responsible for cleaning their own rooms, including disposal of rubbish into the central waste / recycling area. The regular common areas, kitchen, lounge and communal areas will be cleaned on a daily / weekly basis as necessary.
- 6.31 One YMCA will clean all common areas as listed below on a scheduled basis, which is published to the residents.

Area	Frequency
Reception/lobby	Daily
Social spaces	Daily
Corridors	Weekly
Staircases	Weekly
Lifts	Weekly
Windows	Annual
Deep Cleans	Annual
Doors	Weekly
Waste Storage Area	Weekly
Flooring	Weekly

- 6.32 Deep cleaning, specialist catering area cleaning and window cleaning will be carried out by specialist contractors and tendered in line with our Financial Regulations.
- 6.33 All hazardous substances will be stored in compliance with the Control of Substances Hazardous to Health Regulations (COSHH). A register is provided for each scheme and is reviewed during health and safety audits.

Maintenance

- 6.34 Maintenance is a key area of resident dissatisfaction if not properly managed. We operate a tiered approach to maintenance to ensure a value for money response maintenance service.
- 6.35 We have a substantial in-house Place & Environment Team who operate across Hertfordshire, Bedfordshire and Buckinghamshire, servicing around 800 units of accommodation. In addition, the Place & Environment administration team manage an approved list contractors and specialists to enables us to deal quickly and cost effectively with any issues.
- 6.36 For larger and more specialist jobs we work with approved regional or national contractors to carry out necessary works. Our Procurement & Mobilisation Manager is experienced in negotiating contracts and harnessing economies of scale across our portfolio to drive cost efficiencies that benefit our partners.

Management of Noise and Anti-Social Behaviour

- 6.37 One YMCA operates a well tried and tested approach to behaviour management and the delivery of specialist support to ensure that residents are equipped with the necessary personal skills to work towards independence.
- 6.38 As a Registered Provider of Social Housing delivering circa 800 units of specialist supported accommodation across Hertfordshire, Bedfordshire and Buckinghamshire, we are well versed in managing residents who may have experienced trauma in their lives. Our teams receive specialist 'Challenging Behaviour' training and are recruited specifically to support residents in this area of development.
- 6.39 Residents are expected to demonstrate good and considerate behaviour during their stay and, as a last resort, they can be evicted from the building if their behaviour breaches the terms of their tenancy/licence agreement. Noise from the building and in external areas will be monitored closely by the management team and feedback is always encouraged from the residents and local community alike to ensure that high standards are being maintained. This is handled directly by the on-site management team.

- 6.40 A member of the on-site team will always be on site during office hours and members of the local community will be encouraged to speak with the management team if they have any issues with the residents living within the building.

Community Engagement

- 6.41 We work hard to integrate into and engage with the local community, such that our residents have maximum opportunity to engage and contribute.
- 6.42 A key element of this engagement is to provide a bridge between those who have experienced homelessness in the area and the wider community. This may include volunteering, community initiatives (e.g. litter pick) and fundraising initiatives.
- 6.43 Our aim is to stop the revolving door of homelessness that so many young people experience. Effective engagement with the local community is part of an individual's journey towards independence and independent living. It connects individuals back to the local community and helps to build a network of local support and relationships, which continue long after the individual has moved on to independence.

Complaints Procedure

- 6.44 One YMCA are determined to provide a high-quality service to all customers. Our residents and neighbours are therefore encouraged to raise any complaints / grievances in person to a member of the on-site team, either by telephone or at the management office.
- 6.45 We will endeavour to resolve any complaints at this initial point of contact. If this is not possible then complaints should be submitted in writing and will be dealt with. Any and all complaints will be handled in line with the approved Compliments and Complaints Policy, noting this as compliant with all relevant Housing Association legislation. Details of how to make a complaint and the procedures that will be followed are available on One YMCA website

7.0 Further Information

- 7.1 Full details of our services, partnership working, community activities and commitment to delivering local added social value (e.g. fundraising and youth work) can be found on our website.

<https://oneymca.org/what-we-do/>
<https://oneymca.org/who-we-help/>
<https://oneymca.org/how-you-can-help/>
<https://oneymca.org/what-we-do/housing/>
<https://oneymca.org/latest-news/>