SSG Sustainable Living

Management and Operations Statement

239 Dickenson Road, Longsight, M13 0YW

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1.0 Justification for Relocation and Continued Supported Accommodation

(Manchester Core Strategy and Strategic Context)

1.1 Background and Aims

SSG Sustainable Living is an established provider of supported accommodation for people experiencing homelessness across Greater Manchester, delivering services that help some of the city's most vulnerable residents to stabilise their lives and progress towards independent living.

The proposal seeks to relocate and replace an existing supported accommodation building that is becoming no longer fit for purpose, providing a modern, purpose-built facility comprising 18 self-contained studio flats each containing a living area, kitchen and bathroom over four floors. The scheme will include at least three accessible units, a minimum of two wheelchair-accessible studios, and two units suitable for couples, alongside communal facilities including an activity room and shared support spaces.

The proposal does not seek to introduce a new use but rather to ensure the continuation and improvement of an established supported accommodation service, delivered from premises designed to meet contemporary standards and accessibility requirements.

2. Strategic Context: Homelessness – Local and National Need for Action

Homelessness extends beyond those who are sleeping rough; it applies to anyone who has no home in the UK or elsewhere that is available and reasonable for them to live in. This includes people living in temporary, insecure, or unsuitable accommodation such as unsupported Bed and Breakfasts. Recognising this broader definition is critical to understanding the scale and complexity of homelessness in Manchester and the importance of purpose-built supported housing.

Manchester experiences some of the highest levels of homelessness in the UK, with approximately 7,407 people affected, equating to around one in 74 residents. The city is among the local authorities with the most acute homelessness pressures nationally. While the Council commissions services including A Bed Every Night (ABEN) and Housing Related Support hostels, there remains a significant shortfall in supported accommodation, resulting in over 250 single homeless people being placed in unsupported Bed and Breakfast accommodation.

This situation not only undermines residents' ability to access healthcare, employment, education, and support networks, but also increases public expenditure and fails to meet local or national strategic objectives to reduce homelessness and improve social outcomes.

3. Manchester Core Strategy – Policy Assessment

The proposal aligns with the Manchester Core Strategy (2012) and broader national strategic aims:

3.1 Spatial Principles (Policy SP1)

Focuses development that supports sustainable communities and meets social needs.

Retaining and improving supported accommodation contributes to community cohesion, health, and wellbeing.

3.2 Overall Housing Provision (Policy H1)
Supports delivery of housing for all, including those who cannot access the open housing market. The proposed scheme meets an acute, evidenced need for self-contained supported units.

3.3 Housing for Vulnerable People (Policy H8)
Supports housing for vulnerable groups, including people experiencing homelessness, where there is clear need and the accommodation is appropriately designed and managed. The proposal satisfies this by delivering accessible, safe, and well-managed accommodation for residents, including wheelchair-accessible and couples units.

3.4 Development Management (Policy DM1)
Requires developments to be well-designed, accessible, and appropriate to their function. The proposal replaces outdated accommodation with a modern facility, offering improved living standards, accessibility, and communal support areas.

At a national strategic level, the proposal aligns with objectives in the National Planning Policy Framework (NPPF), which encourages planning decisions that:

- support the delivery of sufficient housing, including for groups with specific needs
- promote healthy, inclusive, and safe communities
- give weight to social and public benefits such as reducing homelessness.

4. Planning Balance and Conclusion
The proposal delivers clear public benefits:

- safeguards and enhances supported accommodation within Manchester
- reduces reliance on unsuitable and costly Bed and Breakfast placements
- provides modern, accessible housing in line with the strategic definition of homelessness
- supports both local Core Strategy objectives and national policy goals to reduce homelessness and support vulnerable people.

In conclusion, the relocation and continuation of supported accommodation is fully justified, policy-compliant, and represents a sustainable form of development. It should therefore be supported as a vital contribution to meeting both local and national homelessness objectives.

5. Strategic Need for the Proposals
The proposals seek to relocate and continue an existing supported accommodation service within Manchester, ensuring that critical support for people experiencing homelessness is retained while improving the quality, accessibility, and functionality of the accommodation provided. This approach ensures there is no loss of provision and allows the service to operate from modern premises better suited to current needs.

There is a clear and ongoing need for supported accommodation across Manchester, as recognised by the City Council Homelessness Directorate and reflected in both local and national homelessness strategies. Nationally, rough sleeping and homelessness figures have fluctuated in recent years due to factors such as COVID-19 and government interventions to provide temporary accommodation for people experiencing homelessness. While the number of rough sleepers decreased between 2018 and 2021, figures rose again in 2022, demonstrating the continuing pressure on accommodation and support services.

The proposed relocation aligns with the objectives of the Manchester Homelessness and Rough Sleeping Strategy (2024–2027), which seeks to ensure that homelessness is as brief as possible and that temporary and supported accommodation provides a positive and stabilising experience for residents. Continuing the existing service in a new, purpose-built facility ensures that residents maintain access to vital support networks and continuity of care, reducing disruption caused by relocation or temporary closures.

Local evidence indicates a shortage of accessible and adapted accommodation within Manchester, which continues to place pressure on temporary housing and increases the risk of unsuitable placements. By relocating to a modern, purpose-built property, the service will improve accessibility, safety, and quality for residents while maintaining its established support provision.

The approach to supported accommodation will continue to prioritise resident empowerment and positive outcomes, through:

- Person-centred support, encouraging residents to set achievable goals and work in partnership with staff to progress towards independence.
- A non-judgemental, supportive environment, helping residents to address vulnerabilities and develop the skills needed to sustain a tenancy.
- Consistent and structured support, promoting mutual respect, safety, and stability.
- Resettlement support, assisting residents to move successfully into longer-term accommodation.

Residents benefit from greater control over their decisions, increased confidence and self-worth, improved life satisfaction, and the skills and ambition required to maintain independent tenancies, reducing the likelihood of repeat homelessness.

By relocating rather than discontinuing the service, the proposals ensure the retention and enhancement of critical supported accommodation within Manchester, contributing directly to the vision of the Manchester Homelessness Partnership that “everyone experiencing homelessness should have a safe, secure home, and where needed, appropriate support to achieve a good quality of life.”

This continuity of service ensures that the city can maintain its strategic commitment to supporting vulnerable residents, addressing ongoing housing pressures, and improving the overall quality and effectiveness of homelessness provision.

6. Proposed Client Group

The proposed accommodation is intended for adults experiencing homelessness who require supported housing. This includes single individuals and couples, as well as a limited number of residents aged 16–17, where appropriate.

Residents will generally meet the following criteria:

- 18 years and over (with consideration for up to 2 residents aged 16–17)
- Single adults or couples
- Eligible for benefits
- Not considered a Schedule 1 offender or arsonist
- Ready to move into stable accommodation and engage with support
- Risk manageable within the scheme
- Right to reside in the UK.

The accommodation is designed to support people who would benefit from a stable, safe, and structured living environment with on-site support, enabling them to build skills, gain independence, and progress to long-term housing.

This client group reflects the continuation of the existing service, ensuring residents can maintain access to consistent support while benefiting from modern, purpose-built accommodation.

7. Site and Surroundings

7.1 Public Transport Accessibility

The site benefits from good access to public transport. There are several bus stops within a short walking distance, including stops on Clarence Road, Anson Road and Dickenson Road, all under approximately 0.2 miles from the property, offering frequent local services across Manchester.

7.2 Local Amenities

Everyday amenities are within easy walking distance of the property. These include supermarkets such as Lidl and Farmfoods, food outlets, cafés, and services clustered along or near Dickenson Road and surrounding streets.

Healthcare services are conveniently located close to the site, with Dickenson Road Medical Centre within a very short walk, and additional practices nearby.

7.3 Walking and Cycling Accessibility

The location is well suited for walking and cycling to local services and transport hubs:

- Key community services and shops are within short walking distances.
- The area is part of the Manchester urban environment where a high proportion of households can access amenities on foot or by bike without needing a car.

Cycling from the site provides convenient access to surrounding neighbourhoods and city destinations. The urban street network around Dickenson Road connects to key

cycle routes in Manchester and nearby areas, enabling relatively direct cycling access to the wider city and public transport interchanges.

7.4 Parking and Site Access

There is ample private car parking available onsite, suitable for staff, visitors, and any residents who may require parking.

8. Service Model

This project delivers a full wrap-around pathway from crisis accommodation through supported housing to resettlement and sustained independent living.

This will be based around the following integrated areas of support:

A psychologically informed, high-quality environment - The building will provide a psychologically informed environment, including a welcoming reception area, high-quality self-contained accommodation, communal space to enable people to socialise, and private meeting rooms where residents can meet with staff to set realistic goals and achievable milestones.

Self-contained studios will provide privacy, dignity and security, supporting residents to regain a sense of autonomy and personal space. In line with a psychologically informed approach, staff will be trained in strength-based approaches, motivational interviewing and trauma-informed practice to ensure support is delivered in a way that promotes engagement, emotional safety and recovery.

Trauma Informed Practice and Person -Centred Support - The service will operate within a trauma-informed and person-centred framework. Staff will understand the impact of trauma and adverse experiences and will deliver support in a compassionate, non-judgemental way.

Each resident will be actively involved in co-producing their own support plan, with goals shaped around their strengths, aspirations and personal circumstances. Structured keywork sessions, regular reviews and ongoing engagement will ensure support remains responsive to changing needs and focused on progression towards independence.

Health and Wellbeing - The project will have a strong focus on health and wellbeing. Support workers will help residents to address physical and mental health needs through active support, structured interventions and referrals to external services, including GPs, Change Grow Live (CGL) and mental health services as appropriate.

Residents will be encouraged and supported to build skills, confidence and self-esteem and to engage in in-house and community-based meaningful activities that reduce isolation, promote positive routines and detract from destructive behaviours. Residents will be supported to develop new skills and build local community links.

Move on Support - Each resident will have a dedicated key worker who will support them to build on their strengths, develop positive social networks and address underlying issues that have contributed to their homelessness, including financial, legal, health or social needs. Move-on planning will begin at the start of the placement and will be embedded throughout the support journey.

Resettlement – SSG has a proven track record of successfully resettling residents into sustainable tenancies through its in-house resettlement service. Resettlement support starts at the beginning of a person's journey and includes tenancy readiness work, budgeting, independent living skills and practical preparation for move-on, including basic DIY and home-management skills.

As the resettlement worker will facilitate these sessions, they will already have an established relationship with residents in preparation for move-on, enabling them to assess levels of need and develop tailored plans towards independence.

To promote independence, a tapered resettlement model is in place. However, access to resettlement support is not time-limited, ensuring ongoing assistance is available to prevent tenancy breakdown and the revolving door effect.

9. Service Provision

Person-centred support - Each resident will have a key worker who will support them to address any underlying issues that are detrimental to their progress towards independent living.

Partnerships and Multi Agency Collaboration - Links and partnerships will be developed with local support services. Where appropriate, meeting rooms will be available for partner agencies to meet residents on site to improve access, joint working and engagement.

Skills and employment- Residents will be encouraged and supported to build skills, confidence and self-esteem, including engagement in education, training, volunteering and employment where appropriate, alongside tenancy readiness support.

Holistic Approach - The service will adopt a holistic approach recognising that homelessness is often linked to multiple and interconnected needs. Harm reduction principles will be applied, and staff will be trained to respond safely to risks.

Housing management and rehousing – Housing management staff will ensure residents meet the conditions of the license agreement and work with residents on their tailored move-on plans from the start of their placement.

Resettlement Support – SSG has an in-house resettlement team that supports residents from first contact through to move-on and beyond for as long as needed, supporting tenancy sustainment and preventing the revolving door effect.

10. Outcomes

The service will deliver measurable outcomes including:

- Improved mental and physical health and wellbeing
- Increased stability and reduced risk
- Improved daily living and tenancy skills
- Increased engagement in meaningful activity, training or employment
- Raised confidence and aspirations
- Successful, sustainable move-on

11. Staffing, Ratios and Hours of Operation

Housing management and support staff will be employed to ensure risks are effectively identified and managed and that residents, staff and the wider community are kept safe. Staffing levels and deployment will ensure the delivery of high-quality, trauma-informed and person-centred support.

The project will be staffed as follows:

- 24 hours a day, 365 days a year staffing provision, operating at a minimum 1:9 staff to resident ratio.
- 8.00am to 8.00pm Monday-Sunday – Housing Management and Support Staff
- 8.00pm to 8.00am Monday to Sunday– Night Housing Management and Night Support Staff
- 10.00am to 6:00pm Monday to Friday – Activity Coordinator/Resettlement Worker
- A cleaner to maintain high hygiene standards, in line with public health and supported accommodation requirements. Hours will be scaled to service demand, with the role operating on a part-time or full-time basis as required.
- Senior managers on-call 24/7
- The project will be managed by experience staff with ongoing oversight from the Senior Management Team and CEO

12. Referrals

Referrals would come from MCC and its recognised partners (other agencies, ABENS, hospital discharge etc) through the MAS Gateway. The strict referral criteria would need to be met along with background checks, risk assessments and interviews before being accepted into the scheme.

Residents would be required to sign a licence agreement. In any circumstance where the license conditions are breached the resident in question will be supported to find alternative accommodation.

13. Licence Agreement and Behaviour Management

We operate a consistent and fair approach where all residents are aware of what policies and procedures are in place, that they understand them, and what responsibilities they have, to ensure they maintain their tenancy with SSG. The policies

and procedures we have in place are designed to avoid escalation and breakdown of tenancies.

In any circumstance where the licence conditions are breached the resident in question will be supported to find alternative accommodation. In the case of severe breaches that pose a threat to the organisation, clients, staff or the community the licence will terminate immediately.

At move in clients will be required to sign the move in checklist which outlines the house rules in addition to a support agreement. We have a tiered behaviour contract in place that will be utilised to avoid clients putting their accommodation at risk.

The Project will operate a robust visitor policy which will control visitor access. Housing Management staff will monitor all people entering and leaving the building and additional security will be provided via the use of CCTV both internally and externally.

We have a proven track record of good behaviour management practices, which ensure the safety, wellbeing, and positive engagement of all residents**.** Our approach combines clear boundaries, consistent routines, and personalised support plans, enabling residents to understand expectations and develop self-discipline. Staff are trained in de-escalation techniques, conflict resolution, and trauma-informed care**,** ensuring that any incidents are managed swiftly and sensitively. This approach not only maintains a safe and respectful living environment but also encourages residents to take responsibility for their own behaviour, develop life skills, and build confidence in managing independent tenancies in the future.

To address any concerns from local residents regarding the proposed accommodation we will maintain an open and accessible line of communication**.** Residents will be able to raise questions or provide feedback through a dedicated contact point via phone, email, or in-person meetings. Management will respond promptly, providing clear information about the operation of the facility and any measures being taken to address specific concerns, ensuring that all information shared is within GDPR guidelines**.**

Where appropriate, we will facilitate community meetings to provide updates and engage directly with local stakeholders. Our aim is to ensure that the new accommodation is integrated smoothly into the community**,** balancing the needs of local residents with those of the people accessing support at the facility.

14. Client Involvement

SSG has a Client Involvement Policy supported by a dedicated Client Involvement Officer. Client engagement is undertaken through a range of ongoing interactions and methods, enabling meaningful co-production in relation to information sharing, consultation, and involvement in the development of policies, procedures and future plans.

15. Funding

15.1 Capital / Building Improvements

The building is secured under a lease arrangement, funding is in place for capital and building improvements.

15.2 Housing Management Costs

Funding for ongoing housing management will be provided through housing benefit, ensuring the day-to-day running of the accommodation is fully supported.

15.3 Support Costs

There are no extra costs, the support service will be relocated from one building to another, ensuring that the support provision for residents is fully funded and sustainable.

16. Consultation

16.1 Community Engagement and Consultation

Together with, the statutory consultation process, we will be available to provide additional information to the local community and stakeholders and provide a dedicated contact point for questions via phone, email, or in-person meetings.

We have held constructive discussions with all three local councillors regarding our proposal and appreciate the considered input they have offered. The engagement has been positive and reflects a shared commitment to addressing local housing needs in a responsible and thoughtful manner.

We value the councillors' recognition of the importance of supporting vulnerable members of the community while ensuring that appropriate planning, management, and safeguards are in place. As the proposal moves forward, we remain committed to ongoing dialogue with stakeholders and residents to ensure the development is well-managed and aligned with the interests of the wider community.

We have engaged with the Supporting Needs Monitoring Group regarding the proposed relocation of the scheme and appreciate the constructive nature of those discussions. The engagement has been positive, and we value the group's considered review of the proposal. We welcome their acknowledgement that the relocation represents an appropriate and reasonable approach, taking into account both operational requirements and local context but are currently waiting for their final decision.

To ensure the proposed relocation of the supported accommodation is integrated positively into the local community, we will maintain a proactive and accessible approach to engagement. Local residents and stakeholders will be provided with clear information about the scheme, including its purpose, management arrangements, and anticipated outcomes, through a variety of channels. Residents will be able to raise questions or provide feedback via phone, email, or in-person meetings.

All engagement will be conducted in full compliance with GDPR guidelines, and feedback will be recorded, reviewed, and considered both in the planning submission and in ongoing operational planning. Responses will be provided promptly, demonstrating accountability, transparency, and a commitment to maintaining an open

dialogue. These measures help ensure that the accommodation is integrated smoothly into the local area, supporting the delivery of the city's homelessness strategy while respecting the needs of local residents.

17. Conclusion

The proposed relocation and continuation of supported accommodation by SSG represents a sustainable, policy-compliant development that meets a clear and ongoing local and national need for housing and support for people experiencing homelessness. The proposals will replace an outdated facility with a modern, purpose-built building providing safe, accessible, and well-managed accommodation, including self-contained studios, wheelchair-accessible units, and communal support spaces.

The scheme aligns with Manchester Core Strategy policies, including Policy H1 (overall housing provision), Policy H8 (housing for vulnerable people), and Policy DM1 (development management), and supports strategic objectives within the National Planning Policy Framework to deliver safe, inclusive, and sustainable communities.

By retaining and enhancing an established supported accommodation service, the project safeguards critical support for some of the city's most vulnerable residents, reduces reliance on unsuitable temporary accommodation, and contributes directly to the aims of the Manchester Homelessness and Rough Sleeping Strategy (2024–2027).

Overall, the proposals deliver significant social, operational, and public benefits, ensuring continuity of high-quality support services while meeting contemporary standards for accessibility and safety. On this basis, the relocation and continued operation of the facility is fully justified and should be supported.