

# Executive Summary

## Single Homeless Strategy 2009-2014

Housing Need and Social Inclusion



# Executive Summary

## Single Homeless Strategy 2009-2014

If you would like this information translated, please tick the appropriate box (or state the language required) and return this document to the address at the bottom of this page

Në qoftë se dëshironi që ky informacion të përkthehet, ju lutem plotësoni me "✓" kuadratin përkatës dhe postojeni këtë dokument në drejtim të adresës në fund të kësaj faqeje.

Albanian

إذا كنت ترغب في الحصول على ترجمة لهذه المعلومات، يرجى وضع علامة ✓ في الصندوق المناسب، ثم إرسال هذه الوثيقة إلى العنوان المبين في أسفل هذه الصفحة.

Arabic

যদি আপনি এই তথ্য আপনার নিজের ভাষায় পেতে চান, তাহলে অনুগ্রহ করে যথাযথ বক্সে টিক দিন এবং এ পৃষ্ঠার নীচের ঠিকানায় এ কাগজটি পাঠিয়ে দিন।

Bengali

如果你想這些資料翻譯成中文，請在合適的格內加剔，並把這文件送回本頁底部的地址。

Cantonese

اگر مایلید این اطلاعات برای شما ترجمه شود خواهشمند است جعبه مربوطه را ضربدر بزنید، سپس این مدرک را به نشانی درج شده در انتهای این صفحه ارسال نمایید.

Farsi

Si vous souhaitez obtenir une traduction de ces informations, veuillez cocher la case qui convient et renvoyer ce document à l'adresse figurant au bas de cette page.

French

如果你想這些信息翻譯成中文，請在合適的格內畫勾，然後把這文件送回本頁底部的地址。

Mandarin

No caso de querer obter a tradução desta informação, por favor assinale o quadrado correspondente, devolvendo este documento para o endereço constante na parte final do mesmo.

Portuguese

Eğer bu bilgilerin tercümesini isterseniz, lütfen en uygun kutuyu işaretleyip, bu dokümanı altta belirtilen adrese geri iade ediniz.

Turkish

Other (please state)

This can also be made available in large print, in Braille or on audio tape

## About the Strategy

The Single Homeless Strategy has been developed to address important citywide issues that affect the population of Brighton & Hove – both now and in the future. This is a strategy for everyone living in Brighton & Hove. Homelessness can have a fundamental effect on lives and it is important that we identify those key issues that matter the most and take action that will make a real difference to local people and the city.

Sitting below the Homelessness Strategy 2008-2013, the Single Homeless Strategy identifies the headline issues for tackling single homelessness and rough sleeping within the city that the council and its partners are working to address. To consider other specific priority areas, additional strategies have been produced on Youth Homelessness, Supporting People and Temporary Accommodation which were approved in 2007 and 2008 respectively.

These strategies all feed into the City's overarching Housing Strategy 2008-2013. Alongside this Strategy we are also developing our draft Older People's Housing Strategy, a draft LGBT (Lesbian Gay Bisexual and Trans) People's Housing Strategy and draft BME (Black and Minority Ethnic) People's Housing Strategy to address the needs of particular communities in the city.

We would very much like your comments and feedback on the strategy. Please post your comments to:

FREEPOST RRRT-ETLH-KYSK  
Housing Strategy Team (HS)  
Brighton & Hove City Council  
4<sup>th</sup> Floor Bartholomew House  
Bartholomew Square  
Brighton BN1 1JE

Or email them to [housing.strategy@brighton-hove.gov](mailto:housing.strategy@brighton-hove.gov).

## Foreword

For many people our city is a wonderful place to live – we have a unique shopping district, restaurants that cater for all tastes, a few miles of seafront, the Downs on our doorstep and a vibrant night life.

However, for some their housing circumstances can make life a daily challenge – whether it’s not having a settled home, access to affordable housing, being unable to maintain a tenancy or the need for support to remain independent.

Homelessness is recognised to affect other aspects of people’s lives, leading to the loss of employment, breakdown of family and social networks, loss of confidence and self-esteem, and ill health/wellbeing. Through our strategy we want to help as many people as possible to overcome their personal challenges, and support them to improve their wellbeing and overall quality of life.

We want to ensure that there are a range of services that deliver the right support at the right time to enable individuals to resolve their housing, health and employment issues, and move towards independence and social mobility. Resources in this area should be targeted to those in the greatest need of assistance and focus on tackling the underlying motivational and confidence issues as well as the more practical issues that can be a result of homelessness, in order to achieve sustainable changes.

We also want to ensure that people who wish to come and live and work in the City do so in a planned way and that they do not end up sleeping on the city’s streets.

Where appropriate, we will continue to reconnect or relocate those people who have support networks in other parts of the country, and find solutions for those that we are unable to work with because they have no recourse to public funds. In this way, we can focus our resources on the city’s most vulnerable residents, and continue our work to reduce rough sleeping to as near to zero as possible. We will carry on the work we are doing to reduce offending and street-based anti-social behaviour.



**Councillor Mary Mears**  
Leader of the Council & Chairman of the Strategic Housing Partnership



**Councillor Maria Caulfield**  
Cabinet Member for Housing

We want to see the closer integration of cross-sector services in order to provide a holistic and comprehensive package of support for single homeless people and rough sleepers, and to improve access to a range of main stream services such as primary health care, mental health services, and substance misuse services.

We will continue the work that is being carried out to address the causes of repeat homelessness and unemployment in this group by providing motivational support and access to basic skills, life skills and work skills, and continue to maximise opportunities into employment and training.

We will continue to improve access to affordable, settled homes within the city, including developing opportunities within the private rented sector in order to address the high levels of housing need.

Over the life of this strategy we will help improve the lives of many people. However, we have to be realistic and accept that we can not help everyone. Through this strategy we will provide advice and assistance to those who may need a steer in the right direction and target our support at those who need it most.

We urge you to read this strategy and send in your comments. It is only by listening to the experiences of local people that we will be able to tackle the issues that matter most.



**Councillor Mary Mears**  
Leader of the Council  
& Chairman of the  
Strategic Housing Partnership



**Councillor Maria Caulfield**  
Cabinet Member for Housing

## Executive Summary

The purpose of this strategy is to outline our commitment and the specific actions we will take over the next five years to tackle single homelessness and rough sleeping in Brighton and Hove.

The Strategy aims to:

- Set out the authority's approach to tackling single homelessness and rough sleeping; our strategic objectives for the Single Homeless Partnership and key stakeholders; and the actions we will take to deliver our objectives through the Working Groups within the Single Homeless Partnership, and overarching Homeless and Social Inclusion Steering Group
- Integrate with the city's Housing Strategy, Homelessness Strategy, Local Area Agreement and wider corporate objectives to place homelessness and prevention services at the centre of a strategic approach to reducing inequality, and to address housing need by providing support and access to settled homes
- Improve our multi-agency approach to ensure holistic, seamless services that are accessible, timely, responsive, personalised, and tailored to the complex needs of homeless people
- Outline the role of services within the Integrated Support Pathway to reduce inequality across a range of indicators, by providing support to overcome the risk factors and negative behaviours that perpetuate exclusion and are barriers to making sustainable changes; improving people's life chances, and maximising opportunities for independent living
- Promote and develop integrated approaches to housing, skills and employment to enable the most vulnerable residents to participate in the City's economic success, widen their choice of housing options and provide real opportunities for social mobility
- Work with citywide partners to reduce offending and anti-social behaviour

We know that the objectives of this Strategy cannot be achieved in isolation. Our strategic aims and objectives must recognise and address national, regional and local objectives, and also the needs and aspirations of the city. It is important that the Single Homeless Strategy links into and reflects the key priorities within the 2020 Sustainable Community Strategy, the Local Area Agreement, the Council's Corporate Plan and our strategic housing priorities to ensure that we are effectively meeting the needs of the city.

Brighton & Hove is a successful city with a quarter of a million residents living in 115,000 homes. For many people, Brighton & Hove is an attractive place to live providing a high quality of life.

Successful action in the city over the last few years to enable the development of new affordable housing, prevent homelessness, provide support, implement choice based lettings, improve housing quality in the private sector and reduce and maintain low numbers of people sleeping rough have helped to secure Brighton & Hove City Council as a lead authority, widely respected in working to address the housing needs of local people and the sub-region.

However, pressures from an expanding population, inward migration, employment challenges, high property prices, and pockets of poor quality housing are having a detrimental effect on the health and wellbeing of many residents, particularly amongst the most vulnerable members of our communities. There is a significant proportion of the city's residents experiencing inequality, social exclusion and deprivation as a result of being homeless or insecurely housed.

### Reducing Inequality Review

During 2007 Brighton & Hove City Council and the Local Strategic Partnership commissioned OCSI and Educe to carry out a **Reducing Inequality Review** to understand more about the people within the City, the inequality they experience and the underlying reasons for these inequalities.

Of the findings, the following are relevant to the Single Homeless Strategy:

- inequality in Brighton & Hove is about both **deprived places** and **deprived people**
- there are significant groups across the city with **multiple needs** and these are concentrated in the most deprived areas
- **worklessness** across Brighton & Hove is a key issue with 13,000 people on Incapacity Benefit and up to 17,000 on Job Seekers Allowance over the course of 2007
- those with **low skills** are being squeezed out of the labour market
- **disabled groups** face significant barriers in the city
- those with **mental health issues** face additional barriers with approximately 50% of people on Incapacity Benefit in comparison to 40% in other small cities
- many groups are struggling to access **affordable housing**
- **young adults** are at particular risk in the city
- **alcohol and drug misuse** is a persistent issue

Brighton & Hove has a large private rented sector and a relatively small social housing sector. Demand for social housing has always been far higher than supply, with more than 10,000 households on the housing register. This has meant that the most vulnerable have been prioritised for Council housing and has contributed to areas of social housing that contain large proportions of vulnerable households, with high levels of benefit dependency, and little social and economic mobility.

Our focus on homelessness prevention over the last 5 years combined with the introduction of Choice Based Lettings and work to promote access to settled homes in the private rented sector has resulted in an improved income mix amongst households entering social housing.

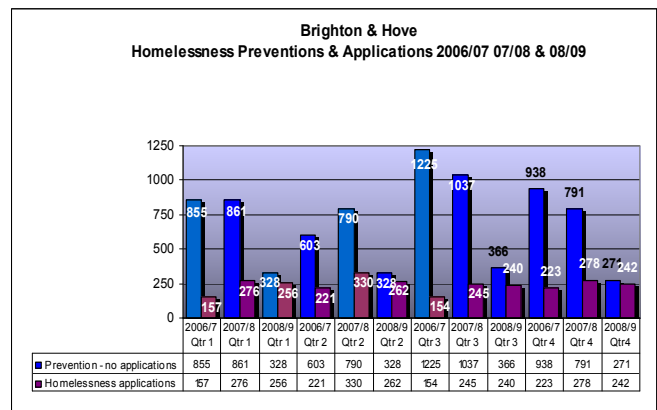
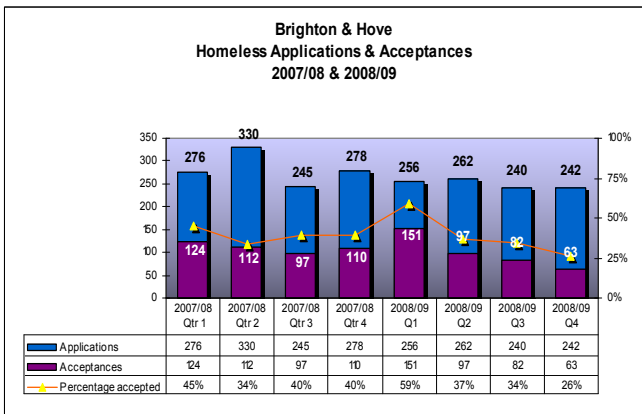
The Council’s Housing Needs Survey 2005 found that Brighton & Hove is characterised by significant housing needs:

- 22,000 households in the City contain somebody with a support need.
- The need for affordable housing over the next 5 years runs at approximately 5 times the estimated supply of new affordable homes.
- High market rents contribute to a high level of homelessness applications in the city.
- Levels of overcrowding are significantly higher than regional and national levels.
- A high level of concealed households, containing people who cannot afford to be in the housing market and are living within another household.

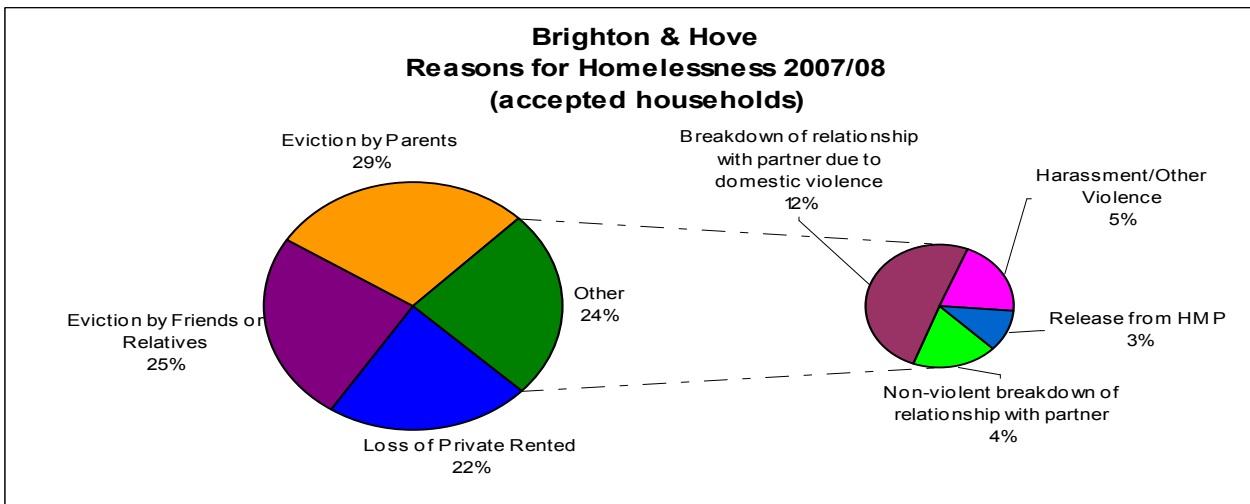
Homeless households are more likely to suffer from **health inequalities** than the rest of the population. This strategy considers homelessness prevention in its broadest sense, within the context of addressing the housing, health and well-being of vulnerable people.

### Levels and causes of Homelessness in the city

The charts below indicate the levels and causes of homelessness in Brighton and Hove.







### Successes in reducing and preventing homelessness

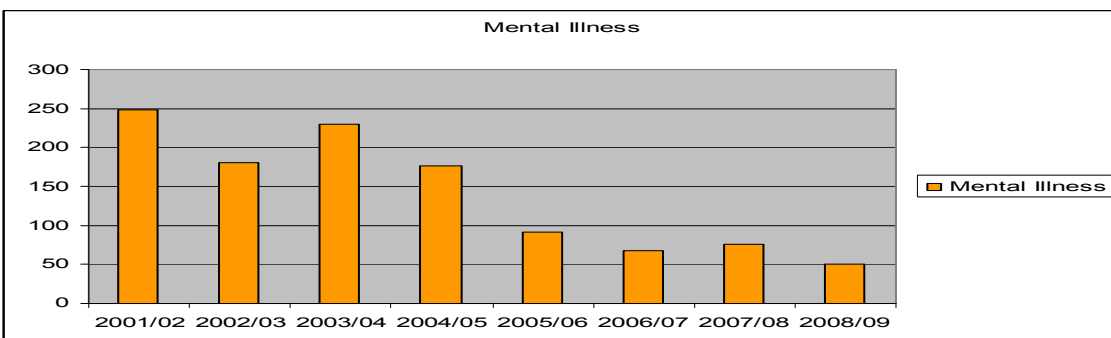
Over the past six years the numbers of people rough sleeping in the city has fallen by over 82%, from 66 in 2001 to 10 in 2009 (in accordance with government count guidelines). Despite gaining national and government recognition for our good practice in maintaining the reduction, Brighton and Hove continues to have one of the highest street count figures outside London.

The number of 16/17 year olds accepted as homeless has reduced by 60% as a result of the implementation of the **Youth Homelessness Strategy 2007/10**. Evictions of young people from the family home are reducing but this remains one of the main causes of homelessness in Brighton & Hove.

The number of **households in temporary accommodation** has steadily reduced from 667 in 2004 to 386 in January 2009 . However, the City is still among the 10% of local authority areas in England with the highest number of homeless households, with 34% of people in Temporary Accommodation being single, and 64% being male.

Of the 237 single households Brighton & Hove City Council accepted as having a duty to house in 2006/07, 58 were young people, 73 were vulnerable due to a physical disability and 68 were vulnerable due to mental illness<sup>1</sup>

The number of **people suffering mental health issues becoming homeless** has reduced significantly due to the development of integrated services between mental health and housing services. From a high of 248 in 2001/02 this has reduced to below 95 in the past three financial years.



<sup>1</sup> BHCC Homelessness Statistics 2006/07

## What have we done so far?

The delivery of Brighton & Hove's **Homelessness Strategy 2002-2007** has led to improved quality of place and better outcomes for people in our City who are homeless or in housing need.

The prevention approach has been developed and refined within Housing Options. The Vulnerable Adults Team now has specialists working with people with Mental Health, Drugs and Alcohol, Hospital Discharges, Learning Disabilities, Offenders & Older people. The Young People and Families Team has a specific focus for 16/17 year olds, Care leavers and the under 25's. The Crisis Intervention Team deals with Domestic Violence, Harassment and Hate Crime.

The prevention work of the Housing Options Teams has seen a significant reduction in the numbers of households making a homeless application and those being accepted as homeless. For every seven households approaching the Options Teams, homelessness is prevented in six of the cases, whilst specialist services commissioned to **prevent homelessness in the community** have exceeded targets. In 2006/07 61% of cases were prevented, rising to a consistent level of 78% in 2008/09.

Through our **Supporting People Programme** and **Single Homeless Strategy 2002-2007**, we have developed the **Integrated Support Pathway** for single homeless, rough sleepers, young people at risk and ex-offenders, in order to provide "an integrated pathway of resettlement services that challenge service users to make life changes, fulfil their potential, achieve independence and become contributing members of the community."

A key aim of the Pathway is to give vulnerable people the right type of support at the right time to enable them to move through homelessness services into employment and more independent living, thereby overcoming their personal barriers to social inclusion.

The pathway enables people to move through services in a structured way, with move-on to the next 'Band' a key part of support planning. In addition to accommodation services, the Pathway includes a holistic package of services to meet the range of complex needs of homeless people, from street based services for rough sleepers, through to prevention services for people who are in their own homes. The co-ordination of services in this way has enabled service users to see a clearer progression route towards independent living.

Over the past six years the numbers of people rough sleeping in the city has fallen by over 82%, from 66 in 2001 to 10 in 2009 (based on street counts carried out in accordance with government guidelines). Despite gaining national and government recognition for our good practice in maintaining the reduction, Brighton and Hove continues to have one of the highest street count figures outside London.

CRI provide the Rough Sleepers Street Services Team and use an **assertive outreach model in partnership with the police**, and all relevant services in the voluntary and community sector. This has resulted in improved information sharing, rapid assessment of rough sleepers, direct referral rights into temporary and hostel accommodation, the targeting of hotspot areas, and provides a balance between support and enforcement. CRI lead a multi-agency forum that meets regularly to ensure a consistent and co-ordinated approach to managing cases and effective joint working by key agencies.

We operate a reconnections policy which aims to reduce the number of people sleeping rough in Brighton and Hove by prioritising reconnection services for rough sleepers who can reconnect and have connections to another area; to ensure that rough sleepers referred to other areas have accommodation and support available to them when they arrive, thus preventing rough sleeping in these areas; and to make sure that the city's services focus on vulnerable people for whom reconnection or relocation is either unavailable or inappropriate.

We have commissioned services to provide potential and actual rough sleepers with support and financial assistance to 'reconnect' with housing and support in areas outside of the city where they have proven support and social networks:(familial, formal and informal), or to other areas if they don't want to return to the area they have connections in. In addition to support, travel costs are paid for interviews and for the journey to the agreed location.

Action to **reduce rough sleeping and street based anti-social behaviour** has won the city trailblazer status. The Rough Sleepers Street Services Team work jointly with the Police, Community Safety Team, the Crime and Disorder Reduction Partnership and other agencies to reduce incidence of rough sleeping and street based anti social behaviour, using a balance of support and enforcement, and caseworking individuals through a multi-agency casework forum.

**Work and Learning** has become an integral element of the **support and resettlement process**, and is essential in helping to meet local targets for planned progression through homelessness services into sustainable living. We have successfully commissioned work and learning services to provide essential "first steps learning", basic skills, life skills training, and employment support to facilitate progression into mainstream learning, training and employment.

The positive results of integrating housing support and access into work and learning for homeless people within the Pathway has led to improvements in basic skills and life skills; increased confidence, motivation and self-esteem; higher levels of engagement with support agencies; an **80% progression into other learning/meaningful activity**; a **55% progression rate** into mainstream learning/training; increased employability; and a **47% rate into employment** for those people completing the work placement programme.

This has provided a basis for positive move-on into more independent living which we are helping people to sustain with our job coaching service, job mentoring, working support service, floating support and the peer support service.

We have linked engagement with work and learning to move-on incentives such as the Special Scheme Rules **for priority banding** under our **Choice Based Lettings Scheme**. For some this has led to successful bidding and move-on into social housing. However, with a very small stock of social housing available, our local targets for planned move-on into independent living can only be realised by making the private rented sector more accessible – and tackling worklessness is absolutely essential to achieving this aim.

We have further developed our work and learning resources through successful bids to the Government's Hostel Capital Improvement Programme (HCIP) and follow up Place for Change Programme (PCP). In Brighton and Hove, the Hostels Capital Improvement Programme funded the building of a dedicated Life Skills Room at New Steine Mews Hostel, a Media Centre at the Foyer and the complete redevelopment of George Williams

House in Portslade to provide 5 shared houses, 37 self-contained 'move-on accommodation' flats and a life skills centre.

Places for Change revenue funding financed the Programme for Change at the Phase One Hostel, whilst the capital programme is funding two major redevelopments at First Base Day Centre and Palace Place.

First Base will house a multi-functional service aimed at single homeless people and rough sleepers for initial engagement with health, mental health and other agencies, relocation services, IAG, welfare and benefits, housing advice sessions, social activities, a café style training kitchen and social enterprise, and meaningful occupation/work and learning through a range of groups and practical skills.

The redevelopment of Palace Place will provide a Skills and Support Centre delivering a range of move on support, learning, skills/qualifications and training; ICT suite and internet access, in work advice and job search support, work placement programme and pre-employment opportunities, as a well as a range of in-reach services from key agencies in the city.

The capital funding has opened up opportunities to develop resources at the centres and has attracted additional funding and services at all the HCIP and PCP projects in the city.

Brighton & Hove's innovative **Homeless Psychology Team** uses psychological interventions to help prevent incidence of repeat homelessness. The Behaviour Support Service works with individuals using psychological interventions to address negative behaviour issues that can be a barrier to change and lead to repeat homelessness.

In addition to providing outcome-focused individual interventions to hostels residents, the Team provides a modular training programme for frontline staff in order to develop and promote a new support model of working with the client group that is based on proven clinical interventions such as Cognitive Behaviour Therapy, Solution Focused Brief Therapy and Motivational Interviewing. The training is supported through regular link worker sessions and the Web Based Resource "Mortar", designed and developed by the Team.

With the homeless population presenting with high levels of substance and alcohol misuse it has been important to maintain a focus on helping single homeless people and rough sleepers, into **alcohol and substance misuse treatment services**. Within the Integrated Support Pathway a monitoring system is in place to track engagement with treatment services which has seen an increase to 86% of hostel residents with a substance misuse issue in treatment services. There are priority referral routes into treatment services and a designated Pathway area at New Steine Mews Hostel for those preparing to access residential treatment services at the St Thomas's Fund. CRI provide ongoing training and support to frontline workers to help residents address their substance and alcohol issues.

In addition to the dedicated GP service for homeless people at Morley Street Surgery, the First Base Day Centre provides a range of primary and secondary health care services such as dentistry, podiatry, and mental health and nurse practitioner specialists. This ensures that rough sleepers and single homeless people can have access to health services to meet their needs in a homeless setting that they feel comfortable with.

Young people can often feel excluded from health services that meet their needs in the city and this is addressed in the co location of services at the Youth Housing Advice Centre at Ovest House, which includes sexual health, teenage pregnancy services, health visitors,

counselling and substance misuse (RUOK) in the centre that is well known and accessible to young people. Addressing the needs of young people is seen as vital in reducing the risks associated with rough sleeping in the city and preventing a new generation of rough sleepers in the future

The Council has, with partner agencies, developed a **Severe Weather Emergency Protocol** to ensure that the health of rough sleepers is not adversely affected in times of severe cold weather. This protocol ensures that any verified rough sleeper with a local connection is found accommodation, and that those who have no connection or are not entitled to receive services are given shelter and assistance in reconnecting to an area that they can receive services and accommodation to meet their needs.

This strategy takes a lead in **opening up the Private Rented Sector** for single homeless people to provide appropriate and affordable housing options for those in housing need. We are developing an incentivised pathway to employment and move-on into the private rented sector - the **Stepping In Project** and will be targeting people currently housed in temporary accommodation who do not need to go through the supported housing route in order to address their needs but will benefit from a shorter term intervention to achieve their housing and employment aspirations.

We are establishing “**working houses**” with one of our supported housing providers to provide interim accommodation for people in the Pathway who are in employment or training whilst they save a deposit for accessing the private rented sector.

We have developed and launched a Move-on toolkit for housing providers and one for service users, and have carried out some spot research with landlords already providing social housing.

We have set up the Council’s Rent Deposit and Guarantee Schemes to those that have been identified as ready to move on to independent living. Both schemes are supplemented by the use of short-term floating support to facilitate the transition from a supported environment to independent living.

To help sustain tenancies we have commissioned Floating Support, the Peer Support and Crisis Prevention services.

## Our vision is:

*“To eradicate rough sleeping, prevent homelessness, and help the most vulnerable residents to achieve settled homes, independent living and social mobility”*

We will do this by working in partnership to deliver personalised services that prevent homelessness and rough sleeping, promote health and well-being, and provide clear progression pathways to independent living and social inclusion.

Our strategic approach to commissioning will be to:

- commission services that contribute to meeting the aims and objectives of the Strategy or that meet gaps in provision identified in this Strategy
- to ensure that outcomes are attached in order to fully demonstrate the effectiveness and performance of services in achieving targets and meeting the aims and objectives of this strategy, and those of corporate and citywide priorities.
- to commission services that are cost-effective and provide value for money

## Guiding Principles

The **Single Homeless Strategy**, **Temporary Accommodation Strategy** and **Youth Homelessness Strategy** are all sub-strategies of the **Homelessness Strategy 2008-13** published in July 2008.

The following guiding principles underpin all aspects of our work to tackle homelessness and address housing need in Brighton and Hove:

- Prevention – promoting life change through early supportive intervention and preventative action
- Integration – a lifelong, holistic approach
- Empowerment – a personalised service with rights and responsibilities
- Engagement – active community, service user and stakeholder engagement
- Sustainability – providing sustainable solutions that promote value for money and innovation, and challenge under performance

In addition, this strategy should be placed in context alongside the **Supporting People Strategy 2008-2011** and the overarching **Housing Strategy 2008-2013** “**Healthy Homes, Healthy Lives, Healthy City**”.

## Key Themes

The objectives in this strategy aim to build upon the progress we have made in tackling single homelessness and rough sleeping by focusing on the following key themes:

- **Reducing inequality and addressing the housing, health and support needs of vulnerable adults, young people and communities of interest** ensuring our services are welcoming and responsive to the needs of our vulnerable residents and communities of interest, tackling discrimination, inequality and disadvantage to help improve the lives of local people.
- **Personalisation/Individual support** that support is accessible, holistic, personalised to meet the needs of the individual, tailored to provide the right support at the right time, challenging and aspirational, and provides clear progression pathways to more independent living
- **Places of Change** that hostels/ homeless services are not a place of last resort but are there to provide and create opportunities to change negative behaviours, overcome barriers and to promote independence, health and well-being, and the attainment of skills, training and employment.
- **Prevention/Early Intervention** both in terms of addressing behaviour that is problematic such as anti-social behaviour or substance/alcohol misuse, and in relation to helping people to support themselves and maintain their home.
- **Integrated approaches to employment and housing** addressing worklessness through learning, skills and employment, extending the role of the Housing Options service to provide an integrated housing and employment advice package, co-location of housing and skills/employment services and creation of a “no wrong door approach”
- **Improving Access to the Private Rented Sector** – to maximise opportunities to settled homes, divert resources away from the overburdened and limited supply of social housing, overcome the effects of population churn in social housing, and promote mixed income communities across the city.
- **Joint working** – that cross-sector partners and agencies work together to simplify access to and provide seamless services that meet the needs of vulnerable people with complex issues.

## Making a Difference

Over the lifetime of this strategy we would like to

- Prevent homelessness and reduce rough sleeping to as near to zero as possible
- Ensure access to essential services for all residents across the City
- Improve the health and wellbeing of homeless and insecurely housed people
- Provide clear and transparent pathways to independent living
- Support and develop aspirations so that people can reach their full potential and improve their life chances
- Help people overcome disadvantage and exclusion through learning, skills and employment
- Maximise opportunities to access and sustain settled homes
- Reduce street based anti social behaviour



## **Our Strategic Objectives:**

1. Reduce rough sleeping to as near to zero as possible
2. Improve the health and well-being of homeless and insecurely housed people
3. Reduce inequality, social exclusion and disadvantage through learning, skills and employment
4. Prevent homelessness
5. Ensure people are able to move on and maximise their independence
6. Reduce offending and anti-social behaviour

## **Priority Outcomes**

In consultation with users of our service, local residents, professionals and community groups we have drawn up the following list of priority outcomes which will sit at the heart of the Single Homeless Strategy and ensure we achieve our six core objectives:

### **Objective 1: Reduce rough sleeping to as near zero as possible**

1. Develop a 'whole-systems' multi-agency approach; for agencies to work closely together and have clear joint working protocols
2. Develop existing support and advice provision for single homeless people and ensure rough sleepers are prioritised
3. To review our performance against the Government's 15 Point Action Plan to eradicate rough sleeping

### **Objective 2: Improve the health & wellbeing of homeless and insecurely housed people**

4. For the 'whole-systems' multi-agency approach to specifically address issues faced by socially excluded people in accessing health services
5. Ensure ease of access to Primary and Secondary Health Services such as GP's, Alcohol, Substance Misuse and Mental Health
6. Ensure access to/provision of services for people with a dual diagnosis or complex needs.

**Objective 3: Reduce inequality, social exclusion and disadvantage through learning, skills and employment**

7. Improve access to employment, education and training for former rough sleepers, single homeless or insecurely housed people
8. Ensure a strategic approach to funding, development and delivery of work and learning services for single homeless or insecurely housed people.
9. Ensure that work and learning is firmly embedded in housing support, resettlement and prevention practices
10. Promote social inclusion by maximising the opportunities for employment, learning and skills for single homeless people
11. Work with DIUS, Job Centre Plus/DWP and other key stakeholders to develop an integrated housing and employment approach
12. Deliver services that work to develop homeless people's confidence, self-esteem, and improve family relationships, social networks and quality of life

**Objective 4: Prevent homelessness**

13. Work with people experiencing 'repeat homelessness' using psychological interventions
14. Work with services for single homeless people to prevent homelessness through early identification and intervention

**Objective 5: Ensure people are able to move on to maximise their independence**

15. Deliver and monitor the performance and effectiveness of services within the Integrated Support Pathway in achieving the aims of the Single Homeless Strategy.
16. Take a strategic lead in opening up the Private Rented Sector for single homeless people to provide appropriate and affordable housing for those in housing need and continue to develop new accommodation solutions

**Objective 6: Reduce offending and street based anti-social behaviour**

17. Work in partnership with services and the police to deliver a clear and consistent message to anti social behaviour offenders.
18. Work in partnership with services to explore new ways to address anti-social behaviour amongst single homeless people and rough sleepers, and make services safer.

### 1.3 Local Area Agreement

The Brighton & Hove Local Area Agreement set out the priorities for the city and has been agreed between the Government, the local authority, the Local Strategic Partnership and other key partners.

The agreement contains 35 key performance indicators that the Government will use to assess how the city is performing and includes additional local indicators to reflect key issues.

Our strategy contributes to a much wider range of national performance indicators than are in the LAA:

**The priorities and goals of the Single Homeless Strategy contribute to the Indicators for Local Authority Partnerships:**

- NI 17**            **Perceptions of anti-social behaviour**
- NI 119**        **Self reported measure of people’s overall health & well being**
- NI 141**        **Number of vulnerable people achieving independent living**
- NI 156**        **Number of households living in temporary accommodation**
- NI 40**           **Drug users in effective treatment**
- NI 163**        **Working age population qualified to at least Level 2 or higher**
- NI 117**        **16 to 18 year olds who are not in training, education or employment (NEET)**
- NI 152**        **Working age adults on out of work Benefits**
- NI 38**           **Drug-related (Class A) offending rate**
- NI 39**           **Alcohol-harm related hospital admission rates**
- NI 30**           **Re-offending rate of prolific and priority offenders**
- NI 150**        **Adults in contact with secondary mental health services in employment**
- NI 79**           **Achievement in a Level 2 qualification by the age of 19**
- NI 6**            **Participation in regular volunteering**
- NI 11**          **Engagement in the Arts**

- Local indicator**        **Maintain the reduction in the number of Rough Sleepers >10**
- Local indicator**        **Increase numbers into employment**
- Local Indicator**        **Reduction in Suicides**

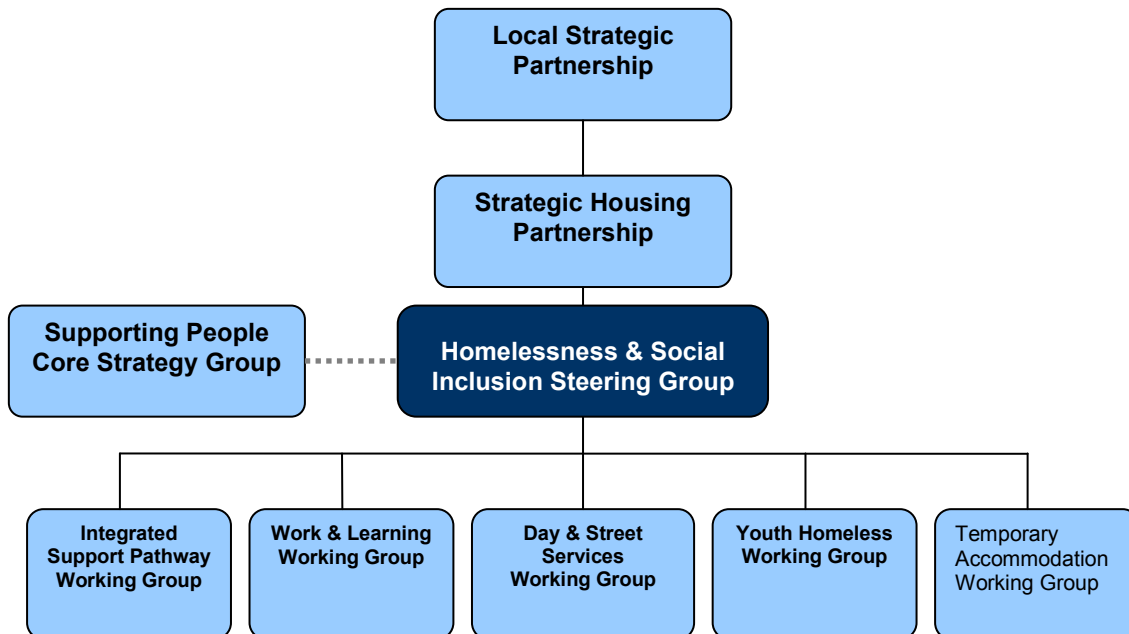
## 1.4 Delivering the Strategy

### Homelessness & Social Inclusion Steering Group and underlying working groups

The Homelessness Strategy 2008-2013 is delivered through the Homelessness & Social Inclusion Steering Group. Four working groups oversee specific areas of the Homelessness Strategy, the Single Homeless Strategy and the Youth Homelessness Strategy Action Plans. A further group oversees delivery of the Temporary Accommodation Strategy. The progress of the working groups is monitored and reviewed each quarter by the Homelessness & Social Inclusion Steering Group.

The five working groups that sit under the Homelessness & Social Inclusion Steering Group, as shown in **diagram 1** below, are:

- Integrated Support Pathway
- Day and Street Services
- Work & Learning
- Youth Homelessness
- Temporary Accommodation



### The Single Homeless Strategy Working Groups

Whilst the Strategy provides the vision and direction, the Integrated Support Pathway is the delivery vehicle for achieving the aims and objectives of the Single Homeless Strategy. The Working groups provide the framework in which we work to meet the core objectives and identified priorities, which form the basis of the individual actions plans for each Working Group.

Each group is made up of cross-sector multi-agency membership, is chaired by a local service provider, and has clear terms of reference and clarification of role and remit. Action Plans have been agreed for the period **2008-2011** but are reviewed and updated on a

regular basis in order to monitor progress and incorporate changes as necessary in order to remain responsive to changing needs and priorities. Although the Strategy runs until 2014, the Action Plans coincide with the timeframe of the Local Area Agreement in order to ensure that our strategic priorities remain in line with corporate and city wide objectives and priorities.

Action Plans for the Day and Street Services Working Group, ISP Working Group and Work and Learning Working Group are attached.

The Youth Homeless Action Plan forms part of the Youth Homeless Strategy, likewise the Temporary Accommodation Plan sits within the TA Strategy.

Some groups have operational networks sitting below them such as the Hostel Managers' Forum and Private Sector Working Group, and there are also task groups set up to deliver specific actions.

We have a strong record of cross-sector partnership working within our services and are fully committed to the involvement of our partners. Inter-agency work remains key in tackling the issues faced by single homeless people in the city, and we aim to continually improve on how we lead on this for all agencies and services in the city.

Successful delivery of the priorities within the Single Homeless Strategy requires continued and proactive involvement of the agencies within the city that provide services to homeless people. Through the partnership working within the Integrated Support Pathway working groups, we will continue to promote voluntary sector involvement and improve service delivery across the city, ensuring a consistent and strategic approach to delivering an excellent standard of service to single homeless people.

## Monitoring & Review

Regular monitoring and evaluation is integral to the delivery of the Single Homeless Strategy. The Strategy will be reviewed annually by the Homelessness & Social Inclusion Steering Group, with the support of the working groups. The annual review will aim to provide a clear assessment of impact, progress and improvement, focussing on analysis and evaluation rather than description or process. Quarterly monitoring and the annual review will not only involve the leads for each strategic action but will also include officers and senior managers from across the council, partner agencies, and the community and voluntary sector, through the working groups of the Homelessness & Social Inclusion Partnership.

In 2008 we carried out an in-depth review of the first year of the Integrated Support Pathway, involving service users, staff and stakeholders. The findings have influenced future service and been incorporated as actions into the Working Group Action Plans. We will continue to carry out annual reviews on a sampling strategy basis and use the growing performance/evidence base of data being collated through our reporting mechanisms to demonstrate impact, identify gaps and influence future service direction/commissioning. A report of the findings can be found at on the Brighton and Hove City Council website or at [www.supportingpeople@brightonandhove.gov.uk](mailto:www.supportingpeople@brightonandhove.gov.uk).

## Managing Resources

The Adult Social Care & Housing directorate operates according to the principles set out in the council's corporate statement on resource management. The financial strategy for the Single Homeless Strategy is also based upon the following principles:

- Investment decisions are targeted at the extent to which work contributes to the 6 core objectives of this strategy and to better outcomes for people who are homeless or in housing need.
- Resource decisions are based on agreed priorities and need, as outlined in the Homelessness Strategy, Single Homeless Strategy and Supporting People Strategy
- A 'whole systems' approach to planning and commissioning and the management of risk with the aim of reducing budget pressures arising out of high cost services through more effective early intervention and prevention.

## Engaging Service Users

The voices of service users must be central to annual review of the Single Homeless Strategy. If we are to be successful in providing the best possible response to single homeless people, we need to know what works and to ensure that we understand the impact that any service changes have had upon those using our services.

We will promote service user involvement in reviewing this Strategy by using all available channels, from the working groups in the Integrated Support Pathway to established service user panels and groups.

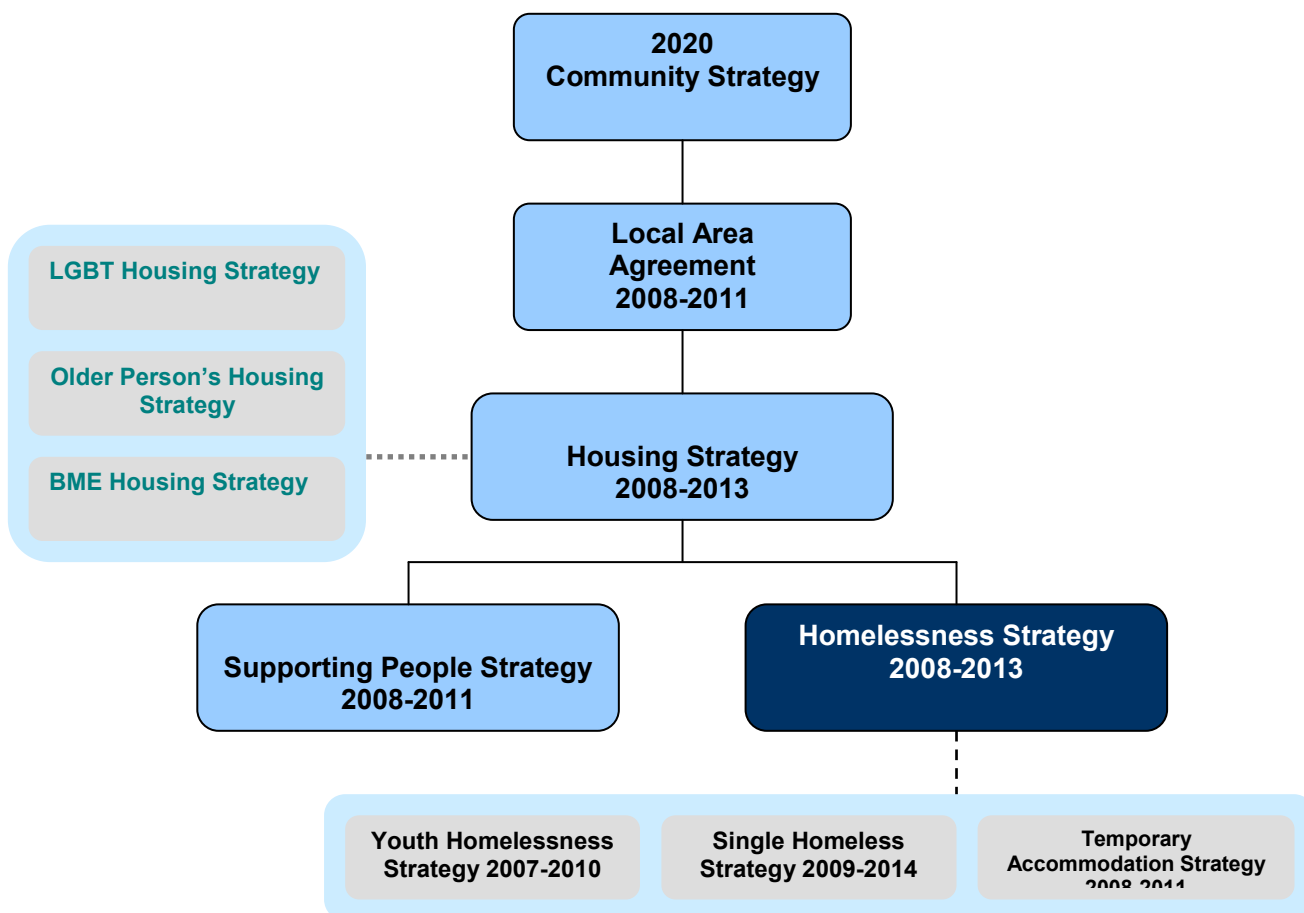
## How the Strategies fit together

As a sub-strategy of the Homelessness Strategy 2008-13, the Single Homeless Strategy is embedded within the overarching Housing Strategy 2008-13 with the aim of delivering mixed and cohesive communities. We have ensured that our new Single Homeless Strategy fits within this wider strategic framework that improves health, and community well being. (see diagram below)

To do this we have ensured that in the development of the Single Homeless Strategy we have considered the needs and views of the whole city, including people who are using our homelessness services.

The review of this strategy is a part of our bigger Housing Strategy development, which has seen us reviewing eight of our Housing Strategies in 2007, coordinating our strategies so that all housing services work together more smoothly.

**Diagram 1: How the Strategies fit together**



## The Review Process

The eight Housing Strategies that have been reviewed together are:

- New citywide Housing Strategy
- Review of the Supporting People 5-year Strategy
- Review of the Homelessness Strategy
- Review of the Single Homeless Strategy (this document)
- New Temporary Accommodation Strategy
- New Black and minority ethnic Housing Strategy
- New Older People's Housing Strategy
- New Lesbian, Gay, Bisexual and Transgender Housing Strategy

It is only by working with partners and residents that we will be able to find and address the housing issues that matter most in the city. The consultation process involved using a briefing pack which was disseminated across the city in partnership with professionals, community groups and local residents. Within this briefing pack was a section on Homelessness which was split into 3 parts focusing on particular areas of housing need within the city.

- Tackling the causes of homelessness
- Single Homelessness and Rough Sleepers
- Temporary Accommodation.

The 3-month consultation period, between June and August 2007, involved a series of consultation meetings and events with stakeholders from all over the city, including many groups we have never spoken to before. We arranged groups, presentations, discussions, meetings and events, visited organisations, publicised our work in the local press and community newsletters, and carried out some street outreach.

## What we learnt through consultation

It is only by working with partners and the people who are using services that we are able to find and address the issues that matter most in the city. A briefing pack was used to help review homelessness and develop the new housing strategy for the city in partnership with professionals, community groups and local residents. We've taken what you told us and written a consultation report which was used to inform the development of the new Single Homeless Strategy. There are 2 versions of the consultation report: the summary version and the full version.

Copies are available from [housing.strategy@brighton-hove.gov.uk](mailto:housing.strategy@brighton-hove.gov.uk).

## Health Impact Assessment of the Single Homeless Strategy

As part of the consultation and development process, a thorough Health Impact Assessment was completed on each of the housing strategies in review, in December 2007. This assessment concluded that the most important issues as reported by service users and service providers were issues with their accommodation, including the need for repairs, problems with damp and noise which are linked to mental health issues & depression; Anti-social behaviour and a lack of social support.

Our key objective to improving the 'health and wellbeing of homeless and insecurely housed people' details our proposed actions to **improve access to mental health services** and maximise access to services supporting people to manage their mental health issues and maintain employment. (Objective 2, Priority 4)

Also within this objective is the priority to **improve services**, by both working with supported accommodation providers to deliver services that are within the 'Respect Housing Management Standards', and leading the organised sharing of good practice across services via the working groups within the Integrated Support Pathway. (Objective 2, Priority 3)

Within our 6th key objective, to 'Reduce offending and street based anti-social behaviour' are priorities highlighting the work we intend to do to ensure people committing **anti-social behaviour** are dealt with in a consistent way across services to minimise re-offending, as well as ensuring continued joint working with the 'Tackling Begging & Street Drinking Partnership'. (Objective 6)

Key to the tackling of **social inclusion** are our integrated Work and Learning services, and within this strategy is the priority to deliver services that work to develop homeless people's confidence, self-esteem, and improve family relationships, social networks and quality of life'. (Objective 3, Priority 11)



A key priority within this Strategy is to **improve access to health services**, specifically **substance misuse**, which will involve increased partnership working between housing, substance misuse and primary care services. (Objective 2, Priority 4)

On top of this we will be piloting a new initiative to provide work and learning services to people in **temporary accommodation**. (Objective 3, Priority 10)

## Equalities

An Equalities Impact Assessment is being conducted on this strategy as part of the development process, which looks at all the priorities and actions in detail and their effect on the communities of interest. A mitigation report will be compiled that details the impacts that may have potential for a negative effect on any section of the community, and what positive actions we have included as part of the delivery of the strategy, to mitigate these actions. These actions will be incorporated into the Single Homeless Strategy Action Plans.

## Notes

We would very much like your comments and feedback on this strategy.

**FREEPOST RRRT-ETLH-KYSK**  
**Housing Strategy Team (HS)**  
**Brighton & Hove City Council**  
**4<sup>th</sup> Floor Bartholomew House**  
**Bartholomew Square**  
**Brighton BN1 1JE**

Or email them to [housing.strategy@brighton-hove.gov.uk](mailto:housing.strategy@brighton-hove.gov.uk)

---

Copies of our draft strategies and consultation questionnaire are available from:

t: 01273 293055

e: [housing.strategy@brighton-hove.gov.uk](mailto:housing.strategy@brighton-hove.gov.uk)

w: [www.brighton-hove.gov.uk/housingstrategy](http://www.brighton-hove.gov.uk/housingstrategy)

