

# Brighton & Hove - Rough Sleeping Strategy 2016

## Strategic Action Tracker



**Brighton & Hove  
City Council**

# Priority 1: Prevent Homelessness and Rough Sleeping

## **Goal 1: Develop a consistent citywide approach to prevent homelessness and rough sleeping**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Encourage all partners to pledge their support to the vision, partnership work and priorities of this strategy.</b>	Sign up event July 2016.	BHCC Adult Services	Sign up to strategy took place at launch event at First Base.
<b>Review routes in/out of street life and how organisations work together to prevent homelessness and move people away from the streets.</b>	Process mapping with statutory and third sector groups 2016/17 to inform the Protocol.	BHCC Adult Services; St. Mungo's	Third Sector led Campaign (by DLYMCA) to End Rough Sleeping, Brighton & Hove Cares, to hold a Connections week in November 2017 to interview every rough sleeper in the city using community volunteers. The aim is to connect the city to the issue of rough sleeping and to gather information on why people have ended up on the street. From the information gathered services can be developed and realigned to provide the most effective solutions to rough sleeping. Data analysis will be provided by Public health. Existing data is collated by St Mungo's and other services.
<b>Develop a Multi-Agency Protocol for Brighton &amp; Hove. Ensure the Protocol is promoted and understood by staff, volunteers and residents.</b>	Protocol agreed by March 2017 with St Mungo's. Roll out communications from April 2017.	BHCC Adult Services; St. Mungo's	A draft protocol has been developed. The next stage is to refine the protocol so that it can be used and understood by all stakeholders in the city. Once agreed the protocol will be launched.

<b>Ensure a rolling communications programme on reducing rough sleeping that engages the general public.</b>	Roll out communications from July 2016.	BHCC Communications; BHCC Adult Services	Clear messages required from services for inclusion in the ongoing proactive communications strategy. Continue to increase awareness of 'Make Change Count' campaign, promoting online donations to homelessness support services.
<b>Ensure that awareness of the 'Make Change Count' campaign is maximised.</b>	Relaunch on 7 <sup>th</sup> August	BHCC Communications; BHT	Further push for BHCC and the charities to get posters out by end of September. Digital billboard advert also run final week of September. BHT to update Justgiving website.

## **Goal 2: Improve housing options for single person households**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Publicise where to go for assistance and to seek help at an early stage.</b>	Incorporate into the Multi-Agency Protocol.	BHCC Housing	Currently devising a communications plan as part of the Trailblazer project about seeking help at an early stage. Flyer and webpage to be launched in October 2017.
<b>Develop an easy early referral mechanism so that other professionals (e.g. GPs, Police, social care) can direct clients to housing advice before crisis point.</b>	Review use of information prescriptions for housing advice.	BHCC Housing Trailblazer	Developed draft on-line form for professionals which we are working with Communications team on; in use for use by end September. Have links to information prescriptions on housing web pages. Contact email in place <a href="mailto:earlyintervention@brighton-hove.gov.uk">earlyintervention@brighton-hove.gov.uk</a> . 48 clients engaged with to date (22/09/17).
<b>All partners to be aware of the housing market and benefit rates.</b>	Circulate B&H Housing Market Reports to Partners.	BHCC Housing; BHCC Adult Services	Supported accommodation providers and outreach teams are aware of the housing market and benefit rates. Universal training has also been offered to all providers. Taken to Homeless Operational Forum so they have links and they are available on our web pages. TB co-ordinators are also sharing it with other agencies.

<p><b>Investigate creative solutions to increase accommodation options (such as lodgers, temporary modular homes and rent deposit schemes).</b></p>	<p>March 2017</p>	<p>BHCC Adult Services; BHCC Housing</p>	<p>Umbrella Group commenced, so far positive outcomes. Commissioning is investigating night shelter provision. YMCA Downslink YCubes – committee approval June 2017. Trailblazer expanding Night Stop provision to over 25s as well as existing service for under 25s. Rough sleepers can only access if there is capacity and if the rough sleepers are actively being worked with. Housing and ASC are exploring obtaining PRS under rent deposit scheme.</p>
<p><b>Improve access to housing information to raise awareness affordable housing options locally and in other parts of the country.</b></p>	<p>IT approach to be developed.</p>	<p>BHCC Housing</p>	<p>A 6 monthly event with Housing management to promote alternative options to move has been agreed. Housing have also set up accommodation finding drop-in for people who are using other intervention e.g. Night Stop, to demonstrate they are positively engaging with moving on and getting help to get tenancy ready e.g. attending Council run workshops. This is also focused on those in our Temporary accommodation to enable them to move on.</p>

## Priority 2: Rapid Assessment and Reconnection

### **Goal 3: Provide rapid assessment, support planning and effective reconnection for those new to rough sleeping**

<b><u>Strategic Action</u></b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcomes Achieved</b>
<b>Set up a permanent assessment centre(s) with temporary (sit-up) beds.</b>	Operational March 2017	BHCC Adult Services	Unsuccessful tender. One bid was made but assessed as unsuitable. Tender currently being revised while pilot of a short stay assessment service is to be launched in late October with St Mungo's. Steering group set up which is managing the development of the pilot.
<b>Develop integrated and coordinated joint assessments and support planning across housing, care and health (including primary care, SCT, SPFT, BSUH and community &amp; voluntary sector).</b>	All clients to have their own Multi-Agency Plan. Pilot late 2016 to go live March 2017.	BHCC Adult Services; BHCC Housing; St. Mungo's; NHS Partners;	<p>Linked to launch of Bthink July 2017, roll out to agencies and services will ensure coordinated plans. Trailblazer funded social work leading on work with homeless people and rough sleepers. Operational manager in post to lead on homeless issues.</p> <p>Housing is awaiting access to Bthink. Housing will be responsible for developing Personalised Housing Action Plans which is a statutory requirement under the Homelessness reduction Act along with a requirement for public bodies to work with Housing to address housing need through the housing Action Plan. Under the TB project plan this is scheduled for launching trial mid-September with Housing needs.</p>
<b>Share client information across all partner organisations to ensure a consistent approach and improve interventions / outcomes.</b>	March 2017	BHCC Adult Services	Bthink launched with St Mungo's July 2017. Roll out to partner organisations once data protection review has been completed.

<b>Ensure a swift response to enable a No Second Night Out approach.</b>	Incorporate into Multi-Agency Protocol.	BHCC Adult Services; BHCC Housing	Role of Trailblazer in reducing rough sleeping. TB early intervention will aim to prevent homelessness at an earlier stage. For those who become rough sleepers, the Rough Sleepers Grant Actions will come into play.
<b>Work with providers and charities to ensure safe and sustainable reconnections.</b>	Memorandum of Understanding to be developed relating to good practice.	BHCC Adult Services; SHORE	Consistent approach to be taken by services.

**Goal 4: Target people sleeping rough with complex needs to ensure there is an integrated plan to move people into accommodation**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Provide temporary beds for those with complex needs to ensure engagement before reconnection assessment.</b>	Set up a permanent assessment centre(s) with temporary (sit-up) beds by March 2017.	BHCC Adult Services	Unsuccessful tender of in-house accommodation tender. Tender currently being revisited while trial of assessment service is made. Steering group set up which is currently managing the development of the assessment and sit up beds trial.
<b>Implement a scheme to target those entrenched / complex rough sleepers based on bespoke responses to individual needs through a multi-agency response.</b>	Scheme late 2016	BHCC Adult Services; St. Mungo's	SIB grant funding in place. Tender out July 2017, new service mobilised by October 2017. ASC currently in negotiation with two providers.  Multiple and complex needs accommodation service to be commissioned.

## **Goal 5: Ensure services are sensitive to the needs of all vulnerable groups including LGBT people, young, older, women and ex-service personnel**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Ensure providers implement recommendations of Stonewall Housing LGBT report.</b>	Include recommendations in Multi-Agency Protocol.	BHCC Adult Services; BHCC Housing St. Mungo's	Implemented across all HASC commissioned services.
<b>Consult women and other groups about delivery of service which best meet their needs.</b>	Develop women only accommodation provision.	BHCC Adult Services	Women only service tendered and awarded following comprehensive consultation with service users and research into good practice. To be mobilised late 2017.
<b>Continue to develop the Young People's Accommodation and Support Pathway.</b>	Young people's bed spaces in the Housing First Jan 2016.	BHCC Adult Services; BHCC Housing; BHCC Children's Services	Complete. Housing chair Young People's Supported Accommodation Panel and involved with ASC in commissioning of young people's services.
<b>Ensure Care Act assessments are carried out for older and frail people sleeping rough.</b>	Include in integrated joint assessments across housing, care and health March 2017.	BHCC Adult Services	Statutory duty is being fulfilled.
<b>Maintain commitments to ex-Armed Forces personnel through the Armed Forces Covenant.</b>	Monitoring and reporting of rough sleeping amongst ex-forces personnel.	BHCC Adult Services; Armed Forces Network	In place. Quarter.1. 2017/18 figures show 6 ex-personnel seen by support services; this is 1.7% of those worked with. All 6 cases are now closed.

# Priority 3: Improving Health

## **Goal 6: Improve health and care outcomes through the delivery of integrated and flexible service**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Commission services to deliver new integrated health and social care model for homeless.</b>	March 2017	Brighton & Hove CCG; BHCC Adult Services; BHCC Public Health	Joint procurement NHS E and CCG for specialist primary care and primary care plus services. Contract started February 2017 with new provider ARCH CIC. Regular mobilisation meetings being held. SCFT contract for specialist homeless services aligned. Increased GP sessions, and outreach sessions. New patient health checks, MDT meetings continuing. PPG established Workshop held in June 17 to agree next priorities and to develop Integrated Health and Care Steering Group work plan – mental health response identified as key priority.
<b>Review access and delivery to assessment (including Mental Capacity Act and Care Act) to ensure the needs of those who are sleeping rough, or at risk of rough sleeping, are identified.</b>	March 2017	BHCC Adult Services; CCG and NHS Trusts (BSUH, SPFT, SCFT); Other Services	Statutory duty is being fulfilled. A fortnightly multiagency meeting supports joint assessment and support planning and the development of joint plans and agreement on key working
<b>Ensure professionals and staff are trained and skilled to deliver the model of care, including joint assessment and care planning.</b>	June 2017	CCG and NHS Trusts; BHCC; Third Sector Providers	Wellbeing CQUIN (Commissioning for Quality and Innovation payments framework) – included mental health training provision for hostel staff. New ARCH primary care contract includes training role. Training delivered includes Whitehawk GP reception staff and ARCH has started to deliver



			training to other city practices.
<b>Align substance misuse services including co-location of workers, and joint assessments where possible.</b>	June 2017	Pavilions and Public Health	<p>Pavilions and supported housing hostels have been having 3 monthly reviews and care plan reviews between care coordinators and keyworkers. Fulfilling Lives led on this piece of work.</p> <p>Dual Diagnosis CPN funded through Homeless Grant located in Mental Health Homeless Team. Outreaching to RS with team. DD group within ARCH jointly run by Experts by Experience and CPN.</p>

**Goal 7: Ensure those on the streets continue to have access to emergency shelter during extreme weather**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Review Severe Weather Emergency Provision protocols.</b>	September 2016	BHCC Adult Services	Review complete. Service due for retender in 2018.

## Priority 4: A Safe City

### **Goal 8: Focus on managing risks, preventing harm and promoting appropriate behaviour**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Work with partner agencies to ensure they are not inadvertently entrenching the street community.</b>	Number of agencies who have been briefed. In progress.	Adult Social Care; Council Housing; Communities Team; Third Sector	Funding from DCLG awarded for a charity project to The Passage. Staff in place and started work in June 2017 to work with the church, community and voluntary sector.
<b>Engage the street community to understand their impact on others.</b>	Reduced ASB reported perpetrated against, and by, street community people.	Sussex Police; BHCC Community Safety Team	Weekly action day with partner agencies, Close relationship with accommodation providers enabling support and intervention for residents. Daily sweeps by team signposting to relevant support. Operation street process for third party reporting system.
<b>Support people into appropriate treatment services where possible. Give advice on harm reduction including safe disposal of drug litter.</b>	Number of street community people accessing treatment. Reduction in drug litter in public places.	BHCC Public Health	Over the financial year 2016/2017, the Equinox outreach team have worked with 81 different clients who are rough sleeping or in hostels. Of these, 12 have been supported to enter structured treatment and 10 have been supported to enter rehab. The outreach team also supported clients already in treatment to attend appointments, and this represented 129 interventions. The community substance misuse service is working with community pharmacy providers of needle exchange to ensure that safe disposal of drug litter is promoted. Public health analysts are currently compiling data on drug litter in the City from various sources and this will be reported in the next Rough Sleeping Strategy Action Planner.

<b>Take action where necessary to reduce the risk and harm.</b>	Reduced ASB reported perpetrated against, and by, street community people.	Sussex Police; BHCC Community Safety Team	High Impact case work forum monitors effect subjects can have on both street community and wider population. Op Street third party reporting system allows monitoring of persistent offenders/victims. Immigration operations allow targeting of non UK nationals breaking treaty rights.
<b>Use tenant and resident support services where appropriate to manage behaviour on the street.</b>	Reduced ASB reported perpetrated against, and by, street community people.	BHCC Housing; BHCC Adult Services	Rough Sleeper outreach team liaise with resident groups affected by rough sleeping activity.

### **Goal 9: Promote alternatives to discourage street life and begging**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Promote alternatives to giving to beggars focussed on helping people move away from street life.</b>	Use communications to sustain and embed alternative giving in the public psyche.	BHCC Communications Team	Successful launch of Make Change Count July 2017, with 5 local charities benefitting

# Priority 5: Pathways to Independence

## **Goal 10: Have a flexible accommodation pathway that responds to changing needs**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Ensure emergency, temporary and supported accommodation is safe and a suitable quality.</b>	Regular monitoring and inspections of accommodation with action plans where necessary.	BHCC Housing Services; BHCC Adult Services	Commissioned supported accommodation is regularly monitored under the HASC contract monitoring framework which includes service user and stakeholder feedback. All services were contract monitored in 2016/17. Regular visits take in place.
<b>Ensure emergency, temporary and supported accommodation supports wellbeing.</b>	Introduction of Psychologically Informed Environments in all hostels by March 2017.	BHCC Housing Services; BHCC Adult Services	Supported accommodation tenders for all accommodation and support include PIEs, improving access to services and improving health and wellbeing. 'Just Life' is a charity commissioned by CCG and NHS England working the TB team providing life skills support for those in emergency and temporary accommodation.
<b>Review eviction protocols in emergency, temporary and supported accommodation.</b>	Eviction protocols reviewed by March 2017.	BHCC Housing Services; BHCC Adult Services	In supported accommodation services, there is a new unplanned moves policy in place launched Dec 2016 to minimise people returning to rough sleeping. This is being monitored through quarterly service contract monitoring of supported accommodation providers.
<b>Allow flexibility for those with complex needs when making nominations to supported accommodation.</b>	Incorporate into the Multi-Agency Protocol.	BHCC Adult Services	New multiple and complex needs accommodation service to be commissioned. Out to tender October 2017.

<b>Remodel and recommission supported accommodation within the integrated support pathway.</b>	Remodel and recommission 2016. Mobilise 2017.	BHCC Adult Services	Tranche 1 tender complete – high and medium supported accommodation to be mobilised by Sept 2017. Tranche 2 tender – low support and womens service awarded in July 2017. Tranche 3 tenders work and learning & peer support due for release Oct 2017.
<b>Implement findings of review Homeless Strategy Working Groups.</b>	Implemented by March 2017.	BHCC Adult Services; BHCC Housing	New meetings and priorities are being established. Proposals will be presented to the Rough Sleeping Board by the end of 2017 for sign off.
<b>Recommission Peer Support services.</b>	March 2017	BHCC Adult Services	Tender due for release October2017.
<b>Commission Work and Learning services.</b>	June 2017	BHCC Adult Services	Tender due for release October2017.
<b>Encourage social enterprise solutions between the Third Sector and business community that provide work and learning opportunities for service users.</b>	To be discussed as part of consultation.	BHCC Adult Services; Third Sector; Business Community	Encouraged and supported by Community and Voluntary Sector DCLG funded post.

### **Goal 11: Develop bespoke supported housing options where appropriate**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Deliver new supported scheme for older people with complex needs.</b>	Accommodation to be sourced and developed March 2017.	BHCC Housing	No accommodation found. HCA funding returned to the DCLG. New property identified and new HCA bid made by Housing.
<b>Commission Housing First accommodation with units for young people.</b>	Contract live January 2016.	BHCC Adult Services	Action Complete.

<b>Consult women and other groups about delivery of service which best meet their needs.</b>	Develop women only accommodation Provision.	BHCC Adult Services	Consultation completed. Women only service awarded for mobilisation late 2017. Annual consultation to be embedded with service users of supported accommodation, outreach and day centre service users
<b>Explore options to develop the most effective type of supported housing or alternative solutions appropriate to clients' needs.</b>	Ongoing review of local, national, government and International opportunities for good practice and funding.	BHCC Adult Services; BHCC Housing; BHCC Regeneration; BHCC International Team	To be developed at the Accommodation Board.  The regeneration team continue to progress the New Homes for Neighbourhoods programme to build new council homes. As Part of this work the team is working with YMCA DownLink Group to develop up to 21 Y:Cube homes for local, young, single people and received committee approval for this project in June 17.

## **Goal 12: Ensure timely move on to independent accommodation**

<b>Strategic Action</b>	<b>Target</b>	<b>Lead Partner</b>	<b>Progress to Date/Outcome Achieved</b>
<b>Ensure all those on the pathway to independence have a move-on plan developed at an early stage.</b>	Incorporated as part of the new model tender March 2017.	BHCC Adult Services	Included in all tenders and services being mobilised. Move on Co-ordinator post being recruited to support hostels with complex cases. Ongoing intense monitoring of HASC Commissioning of Move on Plans of all service users. PRS access guidance being developed to support providers and service users.
<b>Work with third sector and landlords to source secure accommodation suitable for single people.</b>	Target to be developed in 2016.	BHCC Adult Services; BHCC Housing; Third Sector	Umbrella Group is working with the credit union to assist people to access PRS with the help of loans. PRS access service level agreement to be signed with Housing so that properties are procured for rough sleepers and single homeless people. To be piloted for 1 year.

<p><b>Ensure those ready for general needs accommodation are supported to manage their tenancy.</b></p>	<p>Incorporate into the Multi-Agency Protocol.</p>	<p>BHCC Adult Services; Third Sector</p>	<p>Floating support service is in place to accept referrals. In addition supported accommodation providers are monitored on the sustainability of the people who move on from their services.</p>
<p><b>Improve access to social housing where appropriate to meet needs of those ready.</b></p>	<p>Allocations Policy Review in progress 2016/17.</p>	<p>BHCC Housing</p>	<p>EIA identified that the impact of the new Allocations Policy means that people in supported accommodation may find it harder to access to social housing than members of the general public. But this was not a significant impact and there are mitigations. Housing is developing additional accommodation on smaller sites and in conjunction with Hyde Housing as a Joint venture.</p>

