

Tackling Homelessness Seminar



Monday 25th November | St George's Centre, Leeds

A person is sitting on a dark, reflective floor against a light-colored, textured wall. They are wearing a dark blue long-sleeved shirt and blue jeans. Their head is buried in their arms, which are crossed over their face. The background wall has a horizontal line of dark paint. To the right, a brick wall is visible.

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NHChra19

Chair's Welcome & Introduction

Mike Wright, Strategic Lead for Homelessness, Greater Manchester Combined Authority

Managing a Thriving and Buoyant Housing Market while trying to meet increasing Homelessness demand

Gareth Clarke, Services Manager, Manchester City Council



MANCHESTER
CITY COUNCIL

Homelessness in a Buoyant Housing Market

Gareth Clarke
Service Manager

Gareth Clarke
Service Manager – Homelessness

Pressures across the City

There has been a considerable rise in homelessness across Manchester in recent years, and an increase in those at risk of losing their homes. This information recognises that the increase in homelessness needs to be understood in the context of significant changes to Welfare Reform, and the city's housing market.

- 8,135 households presented as homeless in 2018-19 - almost 3,000 more than in 2014-15.
- £20.6M was spent on temporary housing in 2018-19 (three times higher than in 2015-16).
- 15% of homelessness presentations (where address was given) are from other GM authorities.
- Manchester's rate of people sleeping rough has more than doubled since 2014.
- 47% of individuals involved in begging have a hometown outside of Manchester
- Only 2% of two bedroom listings in 2018-19 in the private rented sector (PRS) are within £30 of Local Housing Allowance (LHA).
- 37% of a large Registered Housing Provider Universal Credit (UC) tenants have £500+ arrears - compared to an average of only 6% for Housing Benefit (HB) tenants.
- 575 lost Private Rented Sector tenancies in 2018-19 were on either HB or UC.

Housing Solutions Service – Key statistics

Since the Homeless Reduction Act was implemented in April 2018 there has been an increase in presentations and the numbers of homelessness applications taken.

Dates	No of presentations	No of homelessness applications taken
2017/18	6268	3566
2018/19	8135	4362
2019/20 Q1&Q2	4913	2570

- The most common reason for presentation is due to being served notice by a landlord (s21) and equates to 23.5% of presentations.
- Second most common reason is Family no longer willing or able to accommodate accounts for 20%

Prevention & Relief

Year	Successful Prevention	Successful Relief
2018/19	402	378
2019 to date	713	417

Top 3 reasons for successful prevention

2018/19		2019 to date	
Negotiation/mediation/advocacy work to prevent eviction/repossession	84	Negotiation/mediation/advocacy work to prevent eviction/repossession	276
No activity – advice and information provided	68	Accommodation secured by local authority or organisation delivering housing options service	98
Helped to secure accommodation found by applicant, with financial payment	61	Helped to secure accommodation found by applicant, with financial payment	66

Top 3 reasons for successful relief

2018/19		2019 to date	
Supported housing provided	86	Supported housing provided	102
Other activity through which accommodation secured	74	Helped to secure accommodation found by applicant, with financial payment	99
Helped to secure accommodation found by applicant, with financial payment	72	Other activity through which accommodation secured	51

Prevention and Relief

What is working to prevent/relief:

- Section 21 Team
- Greater work with charitable supported accommodation providers; Bridge-It Housing and Revolving Doors
- Additional visiting officer posts to carry out mediation with family and friends
- Better planning and use of resources through transformation

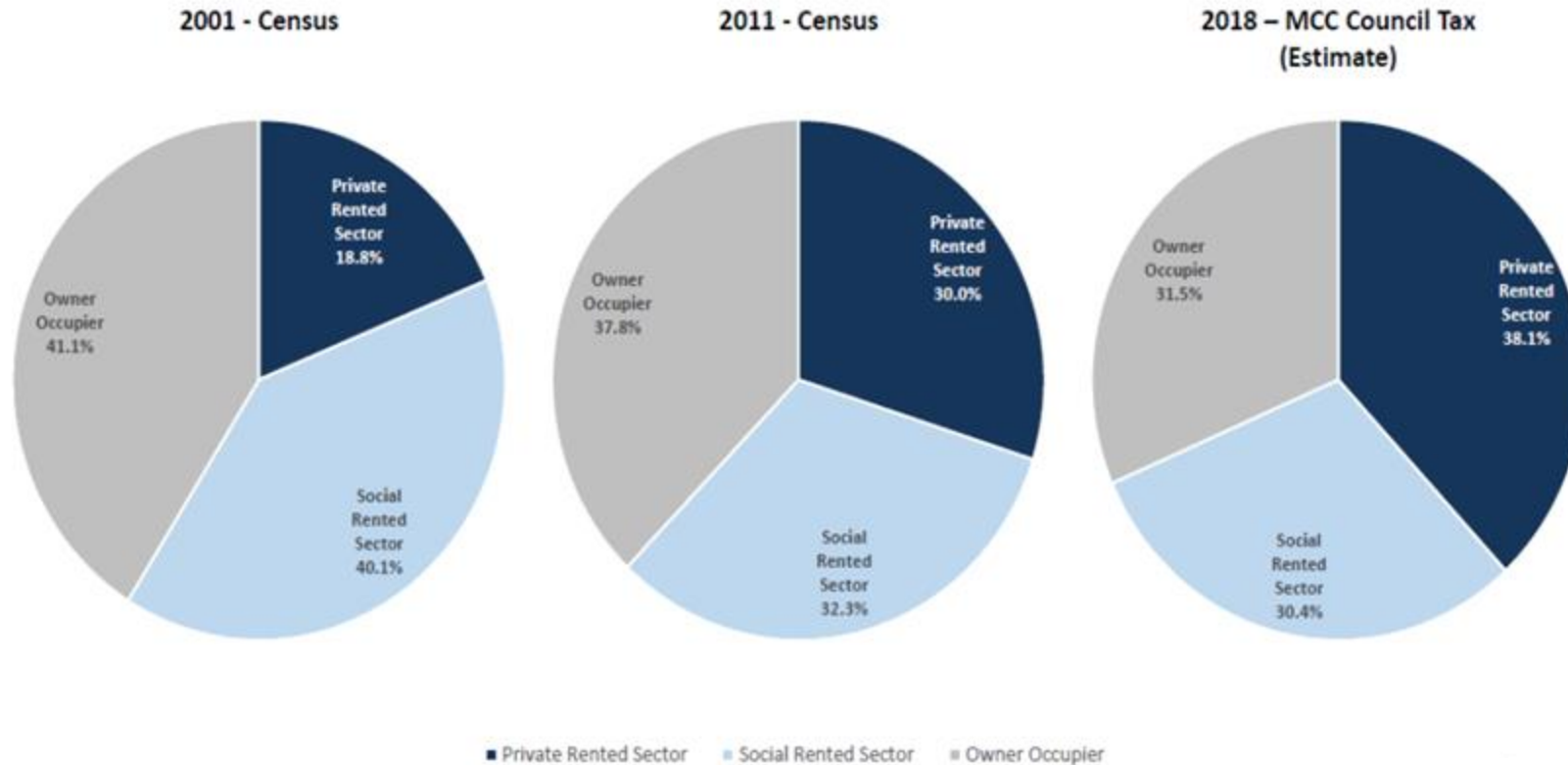
What's not working around prevent/relief:

- Increasing numbers of presentations
- Increasingly difficult to source suitable/affordable PRS properties
- Increasing number of people with complex needs and lack of appropriate accommodation to move on to
- Duty To Refer is more of a referral process but this is likely to be at crisis point, which gives little time to do any meaningful work
- Admin heavy process

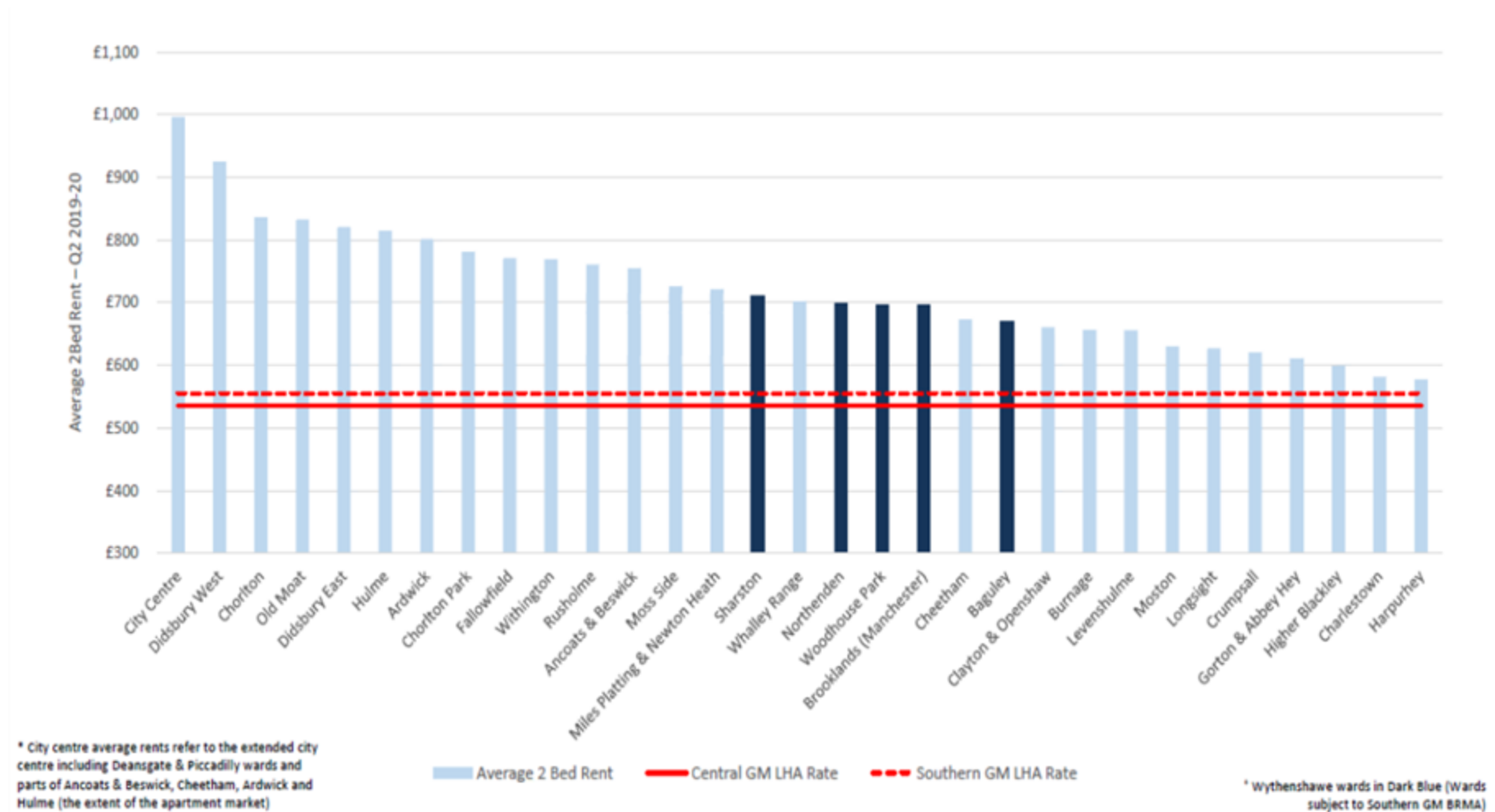
The Housing Market in Manchester

PRS Growth

The private rented sector has grown to become the dominant tenure across Manchester



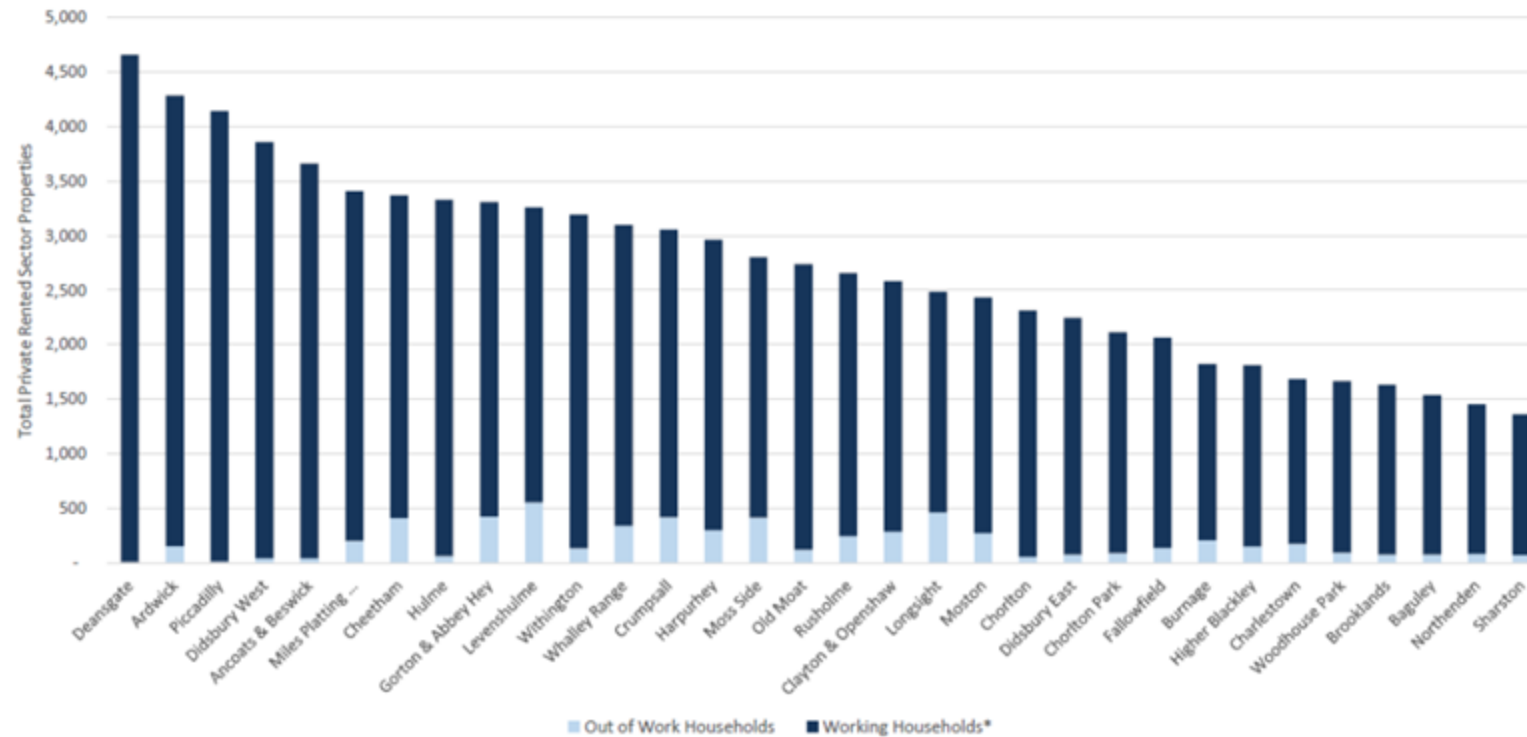
LHA rates at ward level



PRS - Employment status

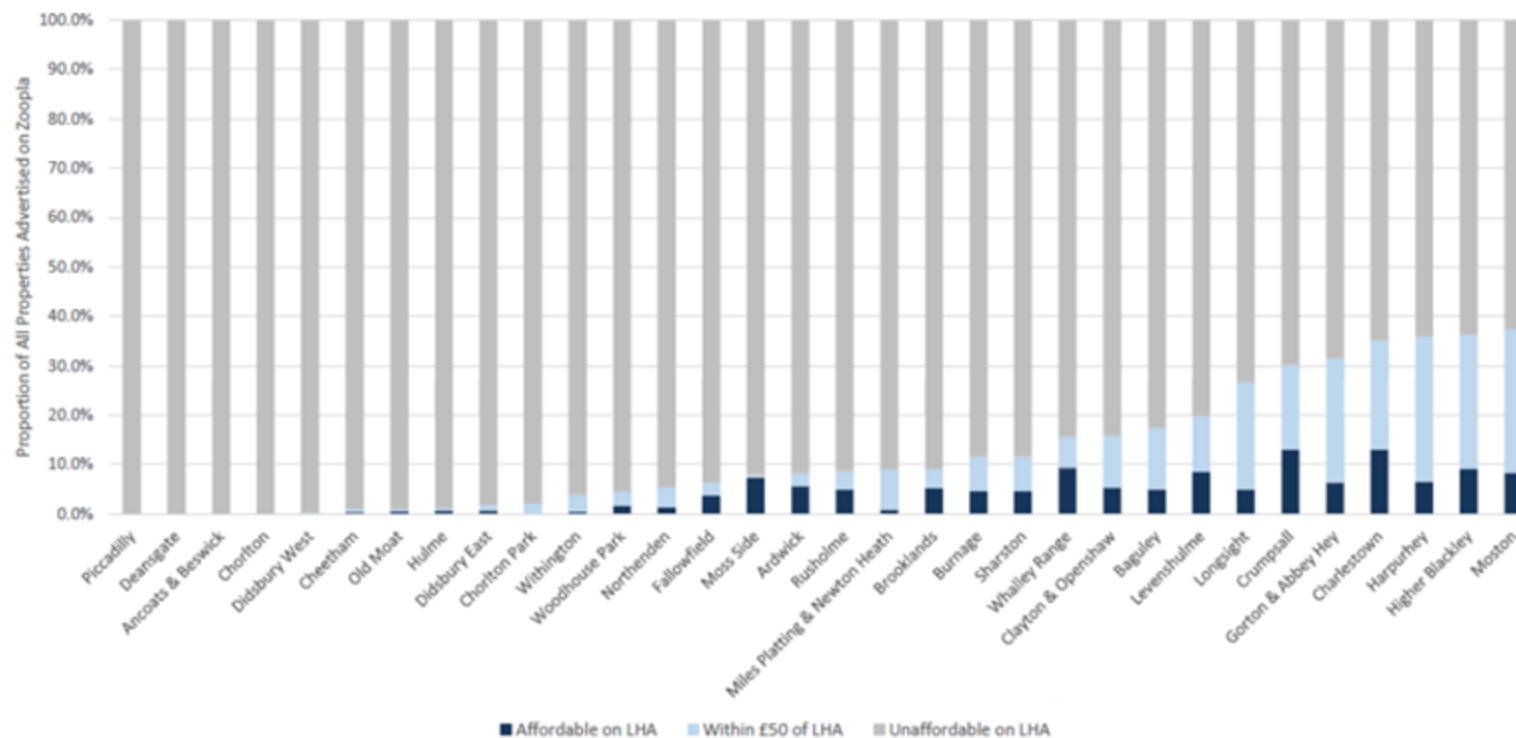
Overwhelming majority of private rented sector households are in work

Less than 10% of PRS households are currently out of work (including LHA/UC claimants)



Affordability in the PRS

c.2% of rents in Manchester advertised in the mainstream market (Zoopla)
below the LHA rate in 2018-19



PRS/Social Housing stats

	PRS moves via homelessness service intervention	Social moves (from temporary accommodation)	Total
2017/18	147	387	534
2018/19	371	479	850
2019/20 YTD	235	261	496

PRS Incentives

6/12 month incentive package	Existing	New
Tenant affordability assessment	Yes	
Pre-tenancy training		Yes
Incentive payment 2/3 months LHA	Yes - 2 month	Yes - 3 month
Cash deposit or bond	Yes	
Cover rent/CTAX whilst sourcing tenant		Yes
Singles resettlement service		Yes
Dedicated landlord officer		Yes
Rent guarantee insurance		Yes
Ability to raise HB/UC issues for landlord	Yes	

Improving access to PRS

Re-assurance

- Re-settlement service for landlords and tenants to access
- Pre-tenancy training
- Affordability assessments

Financial

- Incentive payment to landlords
- Payment of deposits/bonds
- Rent/Council tax whilst we source a tenant (holding fee)
- Payment of landlord “rent guarantee” insurance for 12 months

Wider measures

- Landlords forum
- Homefinder - social housing
- Temporary accommodation providers to provide ASTs in the PRS
- RPs/MCC joint purchase of larger properties

Gareth Clarke

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Homelessness Prevention in Newcastle

Research: Examining the Role of the 'Local State' in the context of austerity and welfare reforms

Professor Glen Bramley, Heriot Watts University

*Claire Horton, Improvement Lead, Active Inclusion Newcastle,
Newcastle City Council*



Homelessness prevention in Newcastle

**Claire Horton, Service Improvement Lead
Active Inclusion Service, Newcastle City Council**

Origins & rationale: our challenges & responses



£122m

estimated annual cuts to income from working age benefits by 2024

£1.63m

Council Tax arrears for those in receipt of Council Tax Reduction increased from £0.98m in 2012

£4.23m

Your Homes Newcastle (YHN) rent arrears increased from £1.78m in 2012

£327m

estimated reduction in Newcastle City Council's budget by 2022

30%

increase from 2017-18 in asylum seekers placed in Newcastle

Responses in 2018-19

4,233

cases of homelessness prevented;
no bed & breakfast use since 2006

21,670

residents helped to secure £31m of welfare benefits

4,895

residents received debt advice

57

YHN evictions from 26,000 properties;
a 71% decrease since 2008

76,937

visits to Active Inclusion Service website pages

In 2019-20, reviewing how the council & YHN collect debt from residents & extending our Homelessness Prevention Trailblazer multidisciplinary team



Active Inclusion Newcastle: partnership approach to homelessness prevention & financial inclusion



Our aim is to make it **everyone's business to prevent homelessness & financial exclusion** at the earliest opportunity, whilst also meeting our statutory duties to respond to crisis homelessness

In 2013 we began our Active Inclusion Newcastle partnership approach to respond to **meeting the increased demand** for advice, support & accommodation created by the welfare reforms & localism, **with the reduced resources** created by austerity. We have built on our strengths: political leadership, YHN & a culture of prevention & compassion, to better support residents to have the foundations for a stable **LIFE**:

Somewhere to **Live** – a home
Financial inclusion – life without excessive debt

An **I**ncome – benefit entitlement
Employment – inclusive growth

This requires **significant culture change**: the welfare reforms place **interconnected demands** on residents which require **more integrated responses** based on **understanding residents' circumstances & reviewing the effectiveness** of our services & systems to respond to those circumstances in the context of a reduced & fragmented welfare state

This is not a quick fix – the scale of the cuts & the culture change requires a long-term citywide approach. For many residents there isn't an advice or support-based solution; they will have to work or move to meet their housing & living costs

Active Inclusion Newcastle: ways of working to realise the vision of making preventing crisis everyone's business



- **Understand & care about the local impact** – for individuals, organisations, communities & the city, aggregating case-based evidence. Newcastle Gateway matches 21,289 residents with 76 services & has 515 users
- **Align budget process to support vulnerable to prevent crisis** – £11m+ of accommodation, advice & support
- **Develop citywide consensus & partnership responses** – 134 services & organisations participate in our Financial Inclusion Group & Homelessness Prevention Forum, publishing quarterly reviews on [financial inclusion](#) & [homelessness prevention](#) to facilitate our collective learning framework
- **Provide infrastructure support** – information & workforce development to help non-specialist partners in financial inclusion & homelessness prevention to identify risk & prevent crisis
- **Provide proportionate [partnerships](#) & [protocols](#)** – to improve consistency, governance & practice
- **Maximise the value of touch points & trigger points**
- **Target support to prevent crisis & catch residents where we fail to prevent crisis**
- **Provide systematic exception reporting & feedback loops** – to understand why we haven't prevented homelessness or financial exclusion, e.g. due to performance, policy or commissioning, & then problem solving
- **Consider the balance of individual, systemic & structural causes of exclusion**



Working in partnership: our proportionate partnership arrangements



Primary – for all public authorities who have a duty to refer & other agencies that work with residents who may be at risk of homelessness, we provide:

- a referral system – online, phone & in person
- information & support – consultancy line & [resources](#)
- training – online & face to face
- a [quarterly review](#) process & [opportunities to jointly plan](#) – a routine learning framework to develop collective sense of coherence & to move from silo-based outputs to outcomes

Secondary – the above plus where the agency works with a higher volume of residents more likely to be at risk of homelessness, we provide:

- protocols, e.g. [Hospital Discharge](#)
- tailored training, e.g. with Jobcentre Plus for 134 work coaches
- single points of contact for designated liaison, including joint case management
- information sharing & case recording arrangements
- co-located staff & participation in multidisciplinary teams

Crisis – when we fail to prevent homelessness, for those in crisis we aim to provide humane multidisciplinary responses in good time in good quality environments like Cherry Tree View

2018-19 homelessness data – at risk, threatened & crisis



At risk – over 57 days prevention

- **Homelessness preventions – 4,233** (4,876 in 2017-18)
- **YHN Support & Progression – 1,307** preventions (3,163 in 2017-18)
- **YHN evictions – 57** (61 in 2017-18)
- **Homelessness Prevention Trailblazer pilot with Jobcentre Plus – 383** referrals (346 in 2017-18). There were 729 referrals from Jobcentre Plus to the pilot partners between 5 June 2017 & 31 March 2019 for residents at risk of homelessness

Threatened – within 56 days prevention & relief

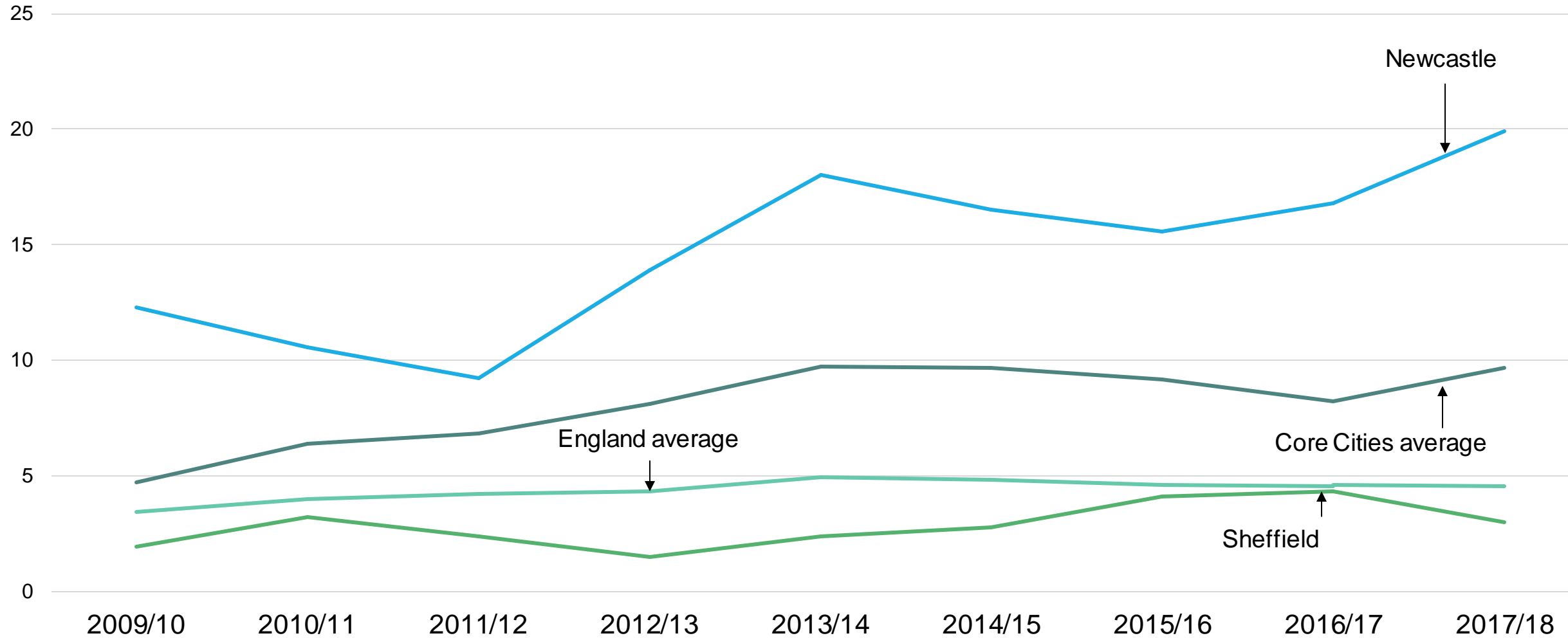
- **729 supported housing beds –1,567** admits (1,307 in 2017-18), **479** emergency bed admits (160 in 2017-18), **906** individuals admitted (829 in 2017-18)
 - **admit reason: 338** hostel move (351 in 2017-18), **214** relationship breakdown (185 in 2017-18), **134** from institution (124 in 2017-18)
 - **evictions: 212** (187 in 2017-18) – introduced a letter for everyone being evicted explaining why from March 2019
 - **moves to: from discharges 1,566**, hostel **556** (1,118 in 2017-18), NFA **401** (342 in 2017-18), independence **211** (201 in 2017-18), family & friends **172** (141 in 2017-18)

Crisis – literally homeless

- **People sleeping rough – 224** individuals, average of 6 per night (254 in 2017-18, average of 6 per night)
- **Admissions into Cherry Tree View** (the council's statutory temporary accommodation) – **294** households (270 in 2017-18)



Relative successes: Homelessness preventions per 10,000 of population





Heriot-Watt University research: [Homelessness Prevention in Newcastle: Examining the role of the 'local state' in the context of austerity & welfare reforms](#)

“The clear message is that **Newcastle has been a consistent high performer in terms of the volume of recorded (homelessness) prevention & relief activity undertaken**. In 2009, only Nottingham recorded more cases, with Newcastle the firm leader of the pack in 2018 with almost 40 cases per 1,000 households.”

Groundswell Newcastle Voices Project – Voices from the Street:

Out of 21 people who were rough sleeping in December 2018:

- 87% reported to have mental health issues (30% had been to a psychiatric unit)
- 78% reported to have drug misuse issues (23% had been in residential treatment)

Our priorities – strengthening our understanding to help more residents have a stable life



Consolidate the Active Inclusion Newcastle approach – improving our understanding & facilitating partnerships:

- learn from our Homelessness Prevention Trailblazer
- embed residents' views through Newcastle Voices
- extend our assessment framework for the council's homelessness services ('Our Inclusion Plan')
- facilitate consistent support planning by a single database for residents at risk of homelessness
- improve our use of information to bridge the gap between demand & supply
- develop our partnership with Crisis to end homelessness in Newcastle in 10 years

Embed our partnership approach to suitable & sustainable accommodation:

- support residents with a consistent approach to defining, identifying & responding to the obstacles to having suitable & sustainable accommodation

Build on our proportionate partnerships approach:

- develop integrated outreach & better responses to residents facing multiple exclusion (MHCLG funding)
- further develop our pilot with Jobcentre Plus
- extend our Active Inclusion multidisciplinary team focused on upstream prevention
- further develop the Food Poverty Network Group to improve awareness & coordination of work taking place to support people experiencing food insecurity

Review our corporate debt collection – moving from collection to connection:

- improve our understanding of & responses to residents' financial challenges, using touch & trigger point opportunities to respond to debt so it's everyone's business to prevent problem debt becoming a crisis like homelessness

Where to find more information



For information on homelessness prevention in Newcastle visit:

- [Homelessness prevention for professionals](#)
- [Newcastle's Homelessness Prevention Trailblazer](#)

For information on financial inclusion in Newcastle visit:

- [Financial inclusion for professionals](#)

To join the circulation list to receive weekly information updates, email:

activeinclusion@newcastle.gov.uk



Crisis Homelessness Reduction Act (HRA) Implementation Project, Early Findings Update

Sophie Boobis, Research Manager, Crisis

Amy Rickatson, Housing Assessment Officer, Oxford City Council



In On The Act: Emerging findings from Crisis' HRA research

25th November 2019

Sophie Boobis, Crisis



@SophieBoobis

Amie Rickatson, Oxford City Council



Together
we will end
homelessness

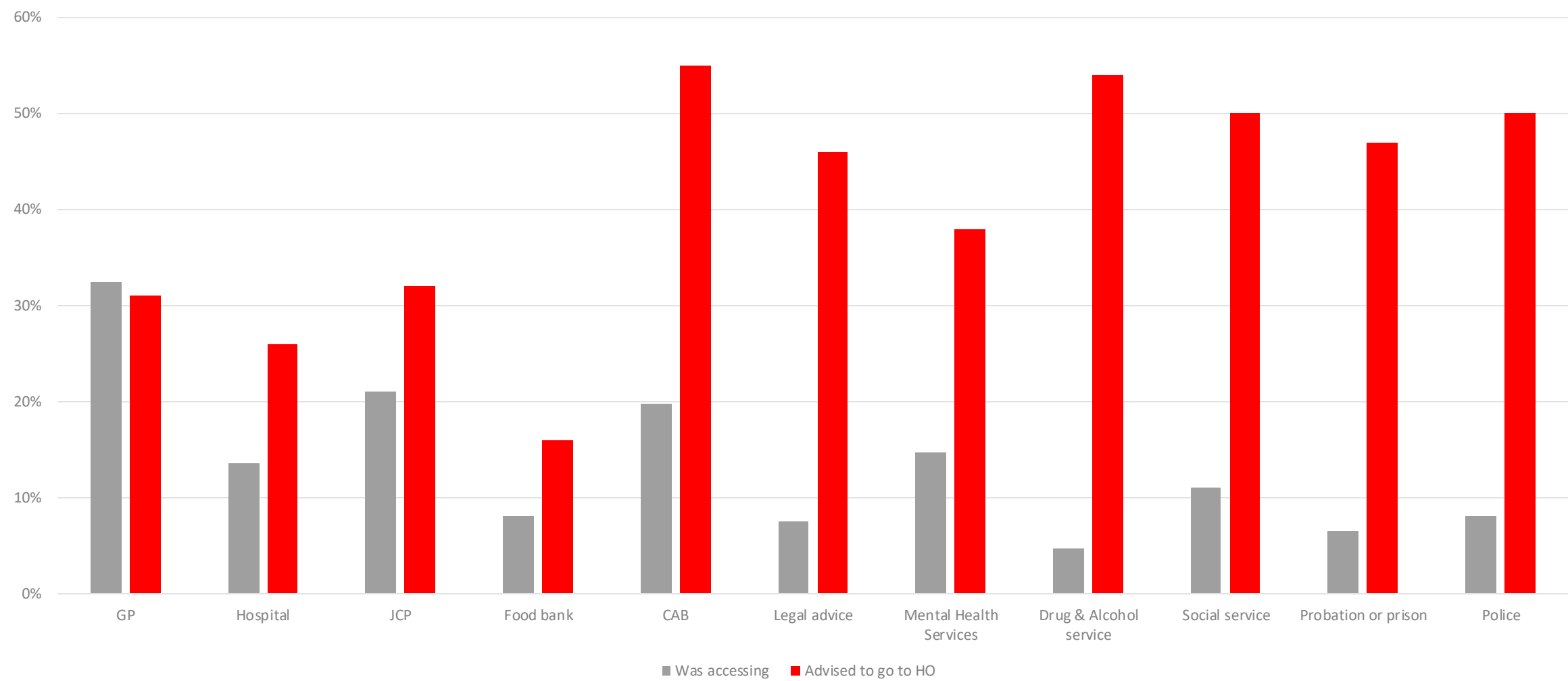
Research overview

- Three year study in six local authority case study areas representing a mix of socio-economic and housing market areas across England
- Mixed method approach:
 - Face to face survey (600/year)
 - In-depth interviews (60/year)
 - Local authority stakeholder interviews and focus groups
- Baseline: April – November 2018
- Second wave: April – November 2019

Duty to Refer

- 65% of respondents were engaged with at least one other service at the time they presented to Housing Options
- Nearly a third of respondents had seen their GP but only 31% were advised to seek housing support
- Overall those services most likely to be working with individuals with high support needs e.g. probation services were more likely to refer than those offering universal services e.g. GPs

Duty to Refer



Initial engagement and assessment

- Survey respondents had generally positive perceptions of their initial contact:
 - 79% said they were treated with respect when they first approached
 - 73% said they could explain their situation confidentially
- 35% of respondents reported that they met with a case worker for their assessment on the same day that they first attended.
- There is no notable difference between the responses of different groups with consistency between both prevention and relief, and singles and families.

Initial engagement and assessment

- Only 3% of respondents said they were given no support
- There was a range of reasons given for not receiving support:
 - No recourse to public funds
 - Lack of local connections
 - Not being able to evidence current situations
 - Not homeless
- The research findings suggest that this is one of the most substantial changes observed since the introduction of the HRA and that the change in legislation has had a noticeable impact on widening access to single homeless people.

Advice and assessment

- Overwhelmingly advice and assessments were conducted within Housing Options with only six respondents saying they were directly referred to another service for advice.
- This is supported by examples through our practice work which has found that LA staff have limited capacity to signpost clients to the services they require to prevent/relieve their homelessness
- However survey respondents generally positive about the advice given:
 - 85% stated the advice they were given was clear and understandable
 - 76% stated the advice was relevant to their situation

Advice and assessment

“I got taken into a room and this guy gave me a load of paperwork, including a big map of where I’d get the most Housing Benefit to cover rent and that kind of thing, and said, ‘Anywhere within this line is where you’ll get the most help with paying for your accommodation. Anywhere outside, that will come under different councils’ – that kind of thing. And then he said that I’d have to come back for a follow-up appointment.”

(local authority E)

Advice and assessment

- The time spent on the assessments was highlighted as particularly positive:

“the guy was absolutely fantastic, I mean I probably sat there with him for over an hour and obviously I was a bit emotional because of the situation and everything, because I’ve never been through this before, and he was quite understanding, he did kind of explain things to me,” (Local authority C)

“the face-to-face with that second lady, she pretty much blew me away with being absolutely kind and sympathetic and gave me the complete opposite end of feelings for (laughing) how I felt towards them.” (Local authority A)

Advice and assessment

- However despite there being an overall sense of positivity towards the assessment process there was examples of poor practice and suggests a lack of consistency in approach
- In particular where poor communication results in frustration from the customer leading to lack of engagement or withdrawing from support.

“It was just her tone of voice, the way in which she'd say certain things, just the whole demeanour about it just made you small, made you feel like you were a failure really.” (Local authority A)

Personal Housing Plans and support offered

- Only 51% of respondents reported that they left the assessment feeling positive about their options.
- Significant variation across LA areas ranging from 25% to 65%
- Only 37% were actively aware that they had received a PHP
- There was mixed opinion on the value of the PHPs from LAs depending on whether they were perceived as a support plan or as an administrative process.

Personal Housing Plans and support offered

- Findings suggest a lack of creativity within PHPs with a reliance on standard approaches that would have been utilised prior to the HRA.
- Interventions offered with PHPs are heavily focussed around advice and information to access the private rented sector despite the lack of affordable properties in the area for those accessing support.
- 56% of respondents said their PHPs had information on accessing the private rented sector. The most common form of intervention offered.

Personal Housing Plans and support offered

“basically they just said to look at these websites and this is your like weekly allowance, weekly rent allowance, just went through things like that. But as I say, a lot of the websites that they give are like Zoopla, Prime Location, things like that, and as I say, a lot of the landlords don’t want to know.” (Local authority C)

“they wanted us to look in the private sector and all, which that’s what I said, we’ve been doing and they’ve been doing but that’s what the plan was. They would look and we would look.” (Local authority D)

Personal Housing Plans and support offered

“And it doesn’t tackle the big elephant in the room, which is that – not that there’s a shortage of housing, it’s that there is a shortage of affordable housing. If property were affordable, then we wouldn’t be here.”

(Team leader - local authority B)

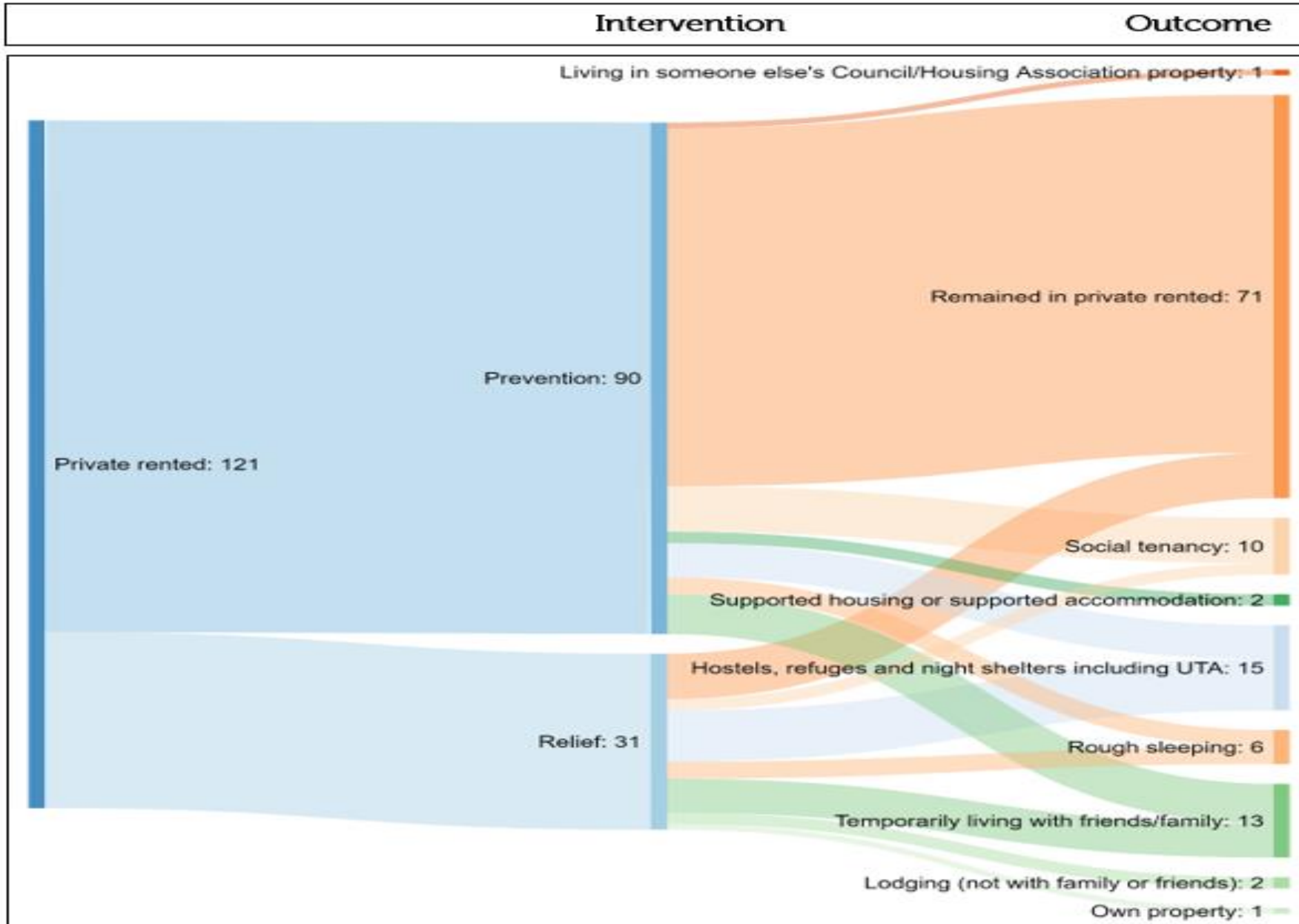
- Local authorities acknowledged the challenges that lack of affordable housing created. Specific problems highlighted related to:
 - The freeze on LHA rates
 - Concerns that Universal Credit was further reducing the number of private rented properties that were accessible.

Affordable housing

- This is reflected in housing outcomes with only 17% of respondents reporting that the support they had received from Housing Options had helped to resolve their current housing issue
- The single relief cohort received the most inconsistent housing outcomes: 51% of rough sleepers remained either rough sleeping, sleeping in cars tents or public transport, or sofa surfing.
- Access to social housing remains a key challenge across all the local authority areas.

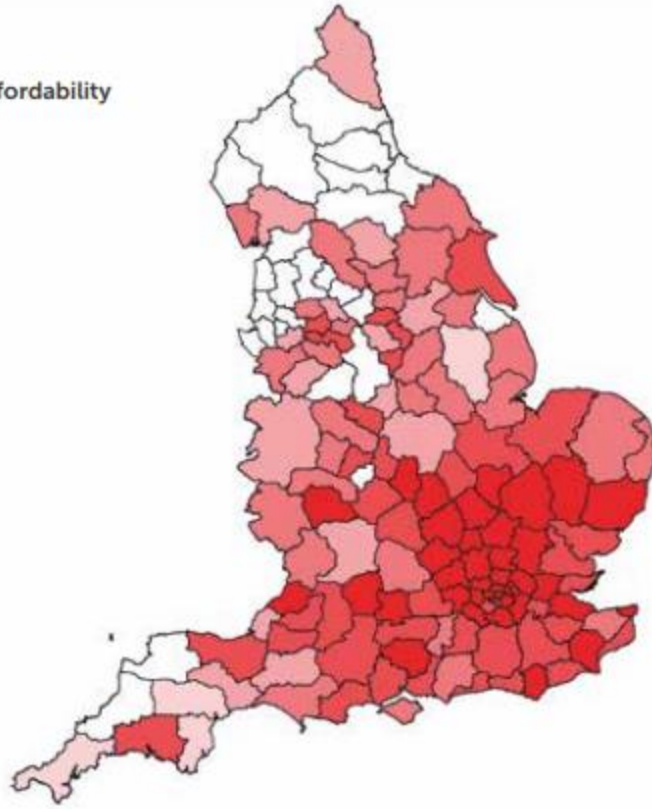
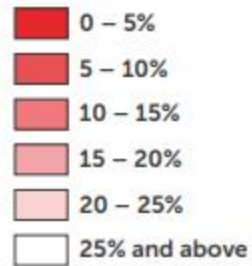
“now the way that...the housing register, has been organised is that if people are either prevention or relief duty then they are band 3 or 4 and that means that they’ll be waiting three years or four years or something to be re-housed.” (Local authority A – Housing Officer)

Prevention versus relief outcomes



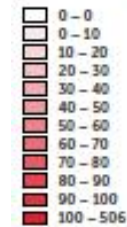
Affordability 'hot spots' in England

Private rented sector affordability
in England

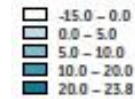


Source: Crisis and CIH analysis using Valuation Office Agency data.

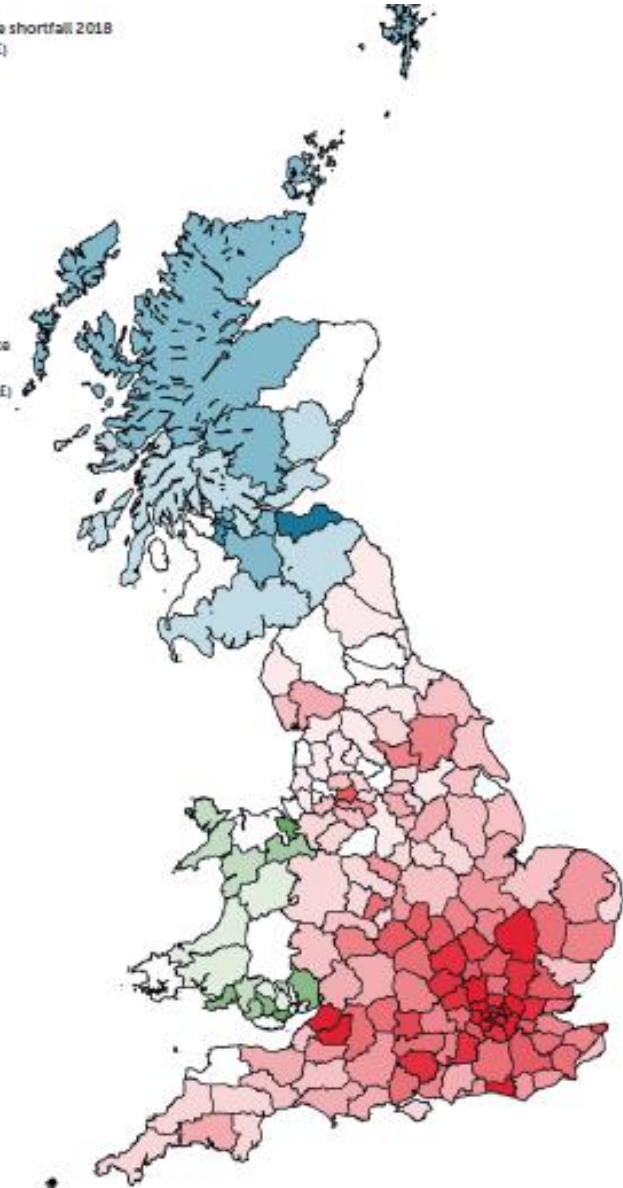
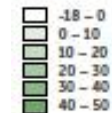
England Local Housing Allowance shortfall 2018
England Broad Rental Market Areas (£)



Scotland Local Housing Allowance
shortfall, 2018
Scotland Broad Rental Market Areas (£)



Wales Local Housing Allowance
shortfall, 2018
Wales Broad Rental Market Areas (£)



Caseload and capacity

- One of the key issues highlighted was the lack of follow-up post assessment

“Nothing, no paperwork, nothing in the post, no follow-on phone calls to see if I’m okay or if I’ve heard anything, nothing.”

- Local authorities reflected that this was overwhelmingly due to their caseload size and inability to manage the level of case working that was now expected of them.
- However variation in models suggest that this can be overcome but a local authority cannot expect to simply apply the new duties on to old ways of working.

Embracing the Act

“It’s not the HRA that’s causing the issues, as much. If anyone’s struggling to adapt to the change, they need to reconsider their options basically, which sounds harsh, but I do tend to find that... I mean, HRA, you could say, has had an impact on the team, but it’s not the laws because it’s more favourable towards the customer, and it gives us more time. A new way of working, basically. We are getting the results though, as a whole.”

(Housing Officer – Local authority E)

Embracing the Act

- There are concerns that the intention behind the HRA and the requisite culture change needed to deliver this has not been implemented as anticipated.
- In some LAs the research has observed a very literal interpretation of the HRA
- Where the HRA is being delivered in the spirit it was intended seeing much more positive outcomes:
 - Average of 51% stated that their experience with the LA had met their expectations.
 - Huge variation between LAs with different approaches from 82% in one LA to 36% in another

Conclusion

- There is positive signs of good prevention practice emerging from the HRA
- The HRA has opened up access particularly amongst single homeless
- Creativity and a willingness to move beyond traditional approaches are seeing success against trying to interpret the HRA on to previous processes
- The intensive case management nature of the HRA needs to be acknowledged and resourced appropriately
- The importance of the Duty to Refer is evident and this needs to be extended to a wider range of services with a duty to prevent homelessness should be placed on all public bodies

Conclusion

- However lack of affordable housing remains a significant structural barrier to preventing homelessness resulting in an overreliance on the private rented sector
- There needs to be an investment in social housing and a national target for building homes at social rent levels
- Alongside a realignment of LHA rates back to the 30th percentile
- Not tackling the structural barriers risks undermining the potential of the HRA

HRA Implementation Project

Our offer of support

Events, meetings &
workshops

Training & Masterclasses

Facilitating learning and
collaboration with peers

Sharing the learning and
experiences with MHCLG

Service reviews and
assessments

Developing tools, products
and materials

Service design projects

Critical friend support

Introducing new ways of
working & supporting
culture change

Project website

Blogs

Resources

Project activity

Show & tells

Space for collaboration

www.crisis.org.uk/hraproject

Crisis

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Homepage | Ending homelessness | Housing Resource Centre | HRA Implementation Project

HRA Implementation Project

About the project

Crisis secured funding to support and monitor the successful implementation of the Homelessness Reduction Act (HRA). This includes providing targeted support to five local authorities and research with six to assess the Act's implementation. This site is primarily for the practice work with the five but will include updates from the research where relevant.

We are committed to working openly and making this a project everyone can use by blogging regularly, sharing outputs and anything else that might be useful. For more information about the project and how we intend to use this site, read [our first blog](#).

We are always keen to collaborate, hear feedback or have a conversation so please contact **Trish Connolly** or **Joe Smith** who are leading the project. To receive email updates when a new blog is posted, use the sign up form at the bottom of this page.

We are also recruiting! Unfortunately Trish is leaving which means there is a great opportunity to join the project. [Head to Crisis Jobs Online](#) to find out more about the Local Authority Practice Manager role. Applications close 11th August 2019

Follow us on twitter

Tweets by @CrisisUK

Joe Smith (@jsmithuk)

Chris Hancock (@Chxncoll)

Do you want to in support & (constructively) challenge Local Authorities to run excellent Housing Options services? Then have a look at our Local Authority Practice Manager job <https://www.crisis.org.uk/jobs/2019/07/24/la-practice-manager/> ... you can also see what we have already been doing. [crisis.org.uk/ending-homelessness/](https://www.crisis.org.uk/ending-homelessness/)

Jul 24, 2019

Embed | View on Twitter

Project blog

HRA Implementation Project

Amie Rickatson

25 November 2019

Oxford Context

- One of the most unaffordable places to buy or rent
- 30% in PRS, average earners pay 56% of income in rent
- Impact on key workers and universities
- Welfare Reform – LHA shortfalls, Benefit Cap
- Scope to build 10,000 properties in city, by increasing density.
- Oxford needs 32,000 properties by 2031
- Affluent city but with pockets of severe deprivation, some wards in lowest 10% on multiple indices of deprivation measure

Preparation for HRA 2017

Project team set up in September 2017 to consider impact and carry out a service review including:

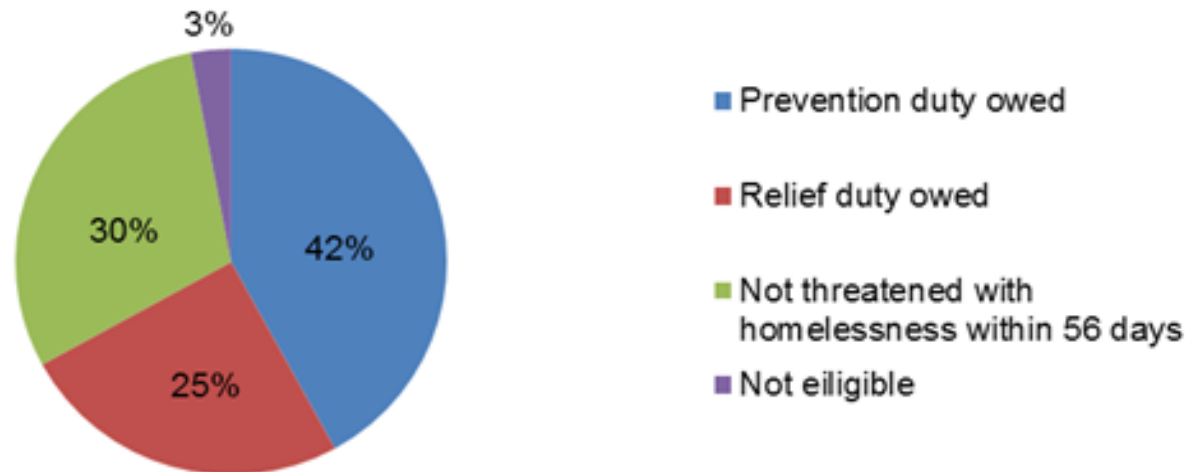
- Two new Options Officer posts and updated JD's to support aims of HRA
- Two new team leader posts
- Review Officer's capacity increased from part-time to full-time post
- Changes to processes, procedures and literature
- Change from drop in service to appointment only
- Training on HRA to all HN staff and soft skills training to frontline officers

Operation of HRA 2017

- Recruitment has prioritised people with a prevention and support mindset, This has enabled ongoing culture change in the team
- Training and briefings to internal teams on the HRA has been vital in delivering the Act
- Partnership with Crisis
- All the above are helping us to develop a culture of learning within the team

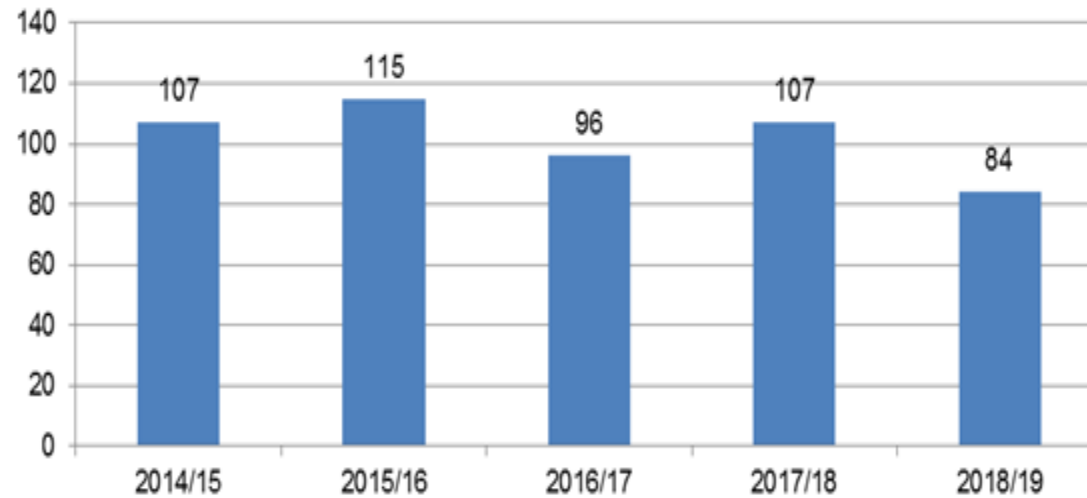
HRA - 12 months review

- In 2017/18 (pre-HRA), 1,199 customers approached the Council for housing assistance. 177 applications taken and 99 assessed as owed main housing duty.
- In 2018/19 (under HRA), 1,077 customers approached the Council's duty service for housing advice/assistance between April 2018



HRA – 12 month review cont.

Number of households in temporary accommodation since 2014/15



Crisis Implementation Project

Staff Wellbeing

- High staff turnover leading up to and in the first 6 months of the HRA
- Increased workload and changes to procedures & legislation
- Staff survey conducted by officer's to identify stress trigger areas
- Suggestions for improvements were trialled and reviewed
- Reflective practice session
- Revised set up to Team Meetings
- Continuously reviewing practices and responding to feedback

Crisis Implementation Project cont.

Front Door Redesign

- Review of Customers access to our Housing Options service.
- On their first point of contact customers would receive little advice or triage service and were being booked straight into a full 90 minuet assessment appointment.
- Further training provided to customer service officers and scripts were reviewed to help customer service team
- “Triage Officer” was develop to deal with emergencies on the day and complex queries
- Reduction in unnecessary appointments
- Improved partnership working between Customer Service and

Crisis Implementation Project cont.

Case File Audits

- 33 Housing Options files audited
- Each case was scored against a detailed scoring methodology
- Lowest scoring areas were highlighted
- Action groups set up to improve services in the lower scoring areas
- Identified areas for improvement
 - Advice only cases – consistency across the team
 - PHP's
 - Improve financial assessments

Next Phase of HRA Implementation Project

- Continuing culture change across the Housing service and beyond to deliver the “spirit” of the HRA
- Building on partnership approach to transform housing and homelessness services countywide
- Need to develop our offer for singles
- Finding suitable accommodation, including temporary accommodation, for vulnerable homeless people, particularly those presenting as high risk to themselves or others and those with complex needs

Questions



Lunch & Networking

Afternoon session to begin at 1.20pm

Best Practice Session 1 – Homelessness and Mental Health Update: why do I feel like this?

Sharon Brown, Director, Youth Homelessness North East
Andy Hayes, Operations Manager, Home Group

'Why do I feel like this?'



youth homeless north east

Shout - Act - Inform

home
group



Shout - Act - Inform



Youth Homeless North East

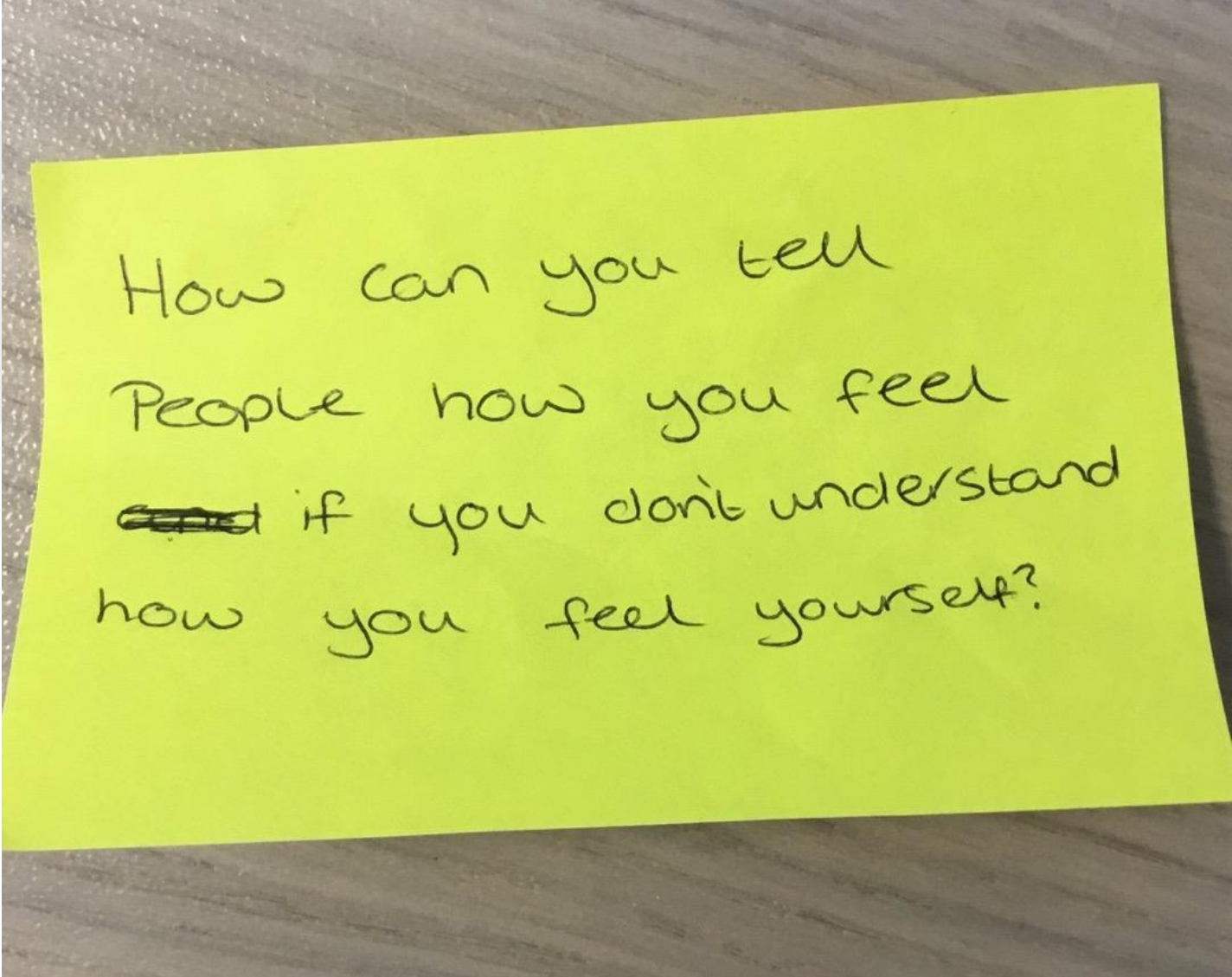


'Every young person has the right to a home'

- Listening to young people to shape solutions
- Influencing change, driving strategic responses to youth homelessness

Content

- Welcome & introductions
- YHNE
- 'Why do I feel like this' research
- Hackathon
- Peer support protocol
- Mental Health Working Group
- Youth Link Protocol



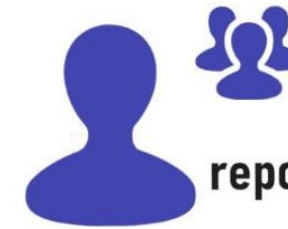
How can you tell
People how you feel
~~and~~ if you don't understand
how you feel yourself?

Background

- 2017 Survey of youth homelessness in the north east – mental health problems biggest area of need (2018 reduced, 2019 increased again)
- New psychoactive substances research with young people identified use of drugs as a coping method for mental health problems
- Young people do not understand why they feel the way they do



Young people often struggle to find a **sense of belonging** in their neighbourhood



24% of 16-24 year olds report having nobody to rely on

1 in 10 16-24 year olds say that they often felt lonely



21% of young people show evidence of depression

Research Aims

- Develop a better understanding of the nature and causes of poor mental health among young people at risk of or experiencing homelessness in the North East of England;
- Raise awareness among young people about the subject of mental health and how to access support should they require it; and,
- Develop and implement practical changes to ensure that homeless young people suffering from mental health difficulties can access and receive effective support.





Methodology

- A survey of young people's (14-25 years old) experiences of and needs around mental health;
- A series of participatory workshops, to support young people to better understand the subject of mental health, reflect upon their experiences and develop recommendations to improve relevant service provision;
- An event to bring together young people and decision-makers to discuss the current landscape and service developments;



Participants Demographics

- 39 young people who participated in the survey
- 28 indicated their gender - 15 female (54%) and 13 male (46%)
- 27 respondents gave their age:
- 6 (22%) were 16 to 18
- 8 (36%) were aged 19-21
- 7 (30%) were aged 22-25
- 6(22%) were over the age 25 (with a history of engagement with youth homeless services)
- 23 of 24 (96%) who indicated their sexual orientation, identified as heterosexual
- 1 respondent identified as LGBT
- 27 specified their ethnicity:
- 23 (84%) identified as White British
- 1 (4%) identified as Black British, Asian, African and an Irish traveller, respectively.



Prevalence of Mental Health Problems

- 29 (83%) of 34 young people reported experiencing mental health difficulties
- 18 (61%) had been formally diagnosed by a health professional



Cause of Mental Health Difficulties	Frequency
Family issues	25
Thinking about the past	18
Problems with Housing	16
Problems with school or education	15
Thinking about the future	15
Drug/Alcohol use	14
Other relationship issues (e.g. with a boyfriend or girlfriend)	13
Childhood trauma/issues	13
Problems/Falling out with friends	12
Other	12
Physical health problems	8
Other financial issues	7
Offending/Getting into trouble	6
Becoming unemployed or losing a job	6
Finding a job or work placement	5
Problems with Benefits	4
Problems at work	3
Sexual Orientation	0



Adverse Impacts	Frequency
Not eat	21
Don't Sleep	19
Feel stressed or anxious	19
Drink Alcohol or smoke cigarettes	15
Cry	14
Feel angry	13
Argue with Family or support staff	12
Unable to plan ahead for the future	12
Sleep too much	11
Argue with friends	9
Become withdrawn	9
Eat too much	8
Use Illegal substances	7
Stop engaging with staff	6
Other	4



Support Available

- All young people felt they had someone to turn to
- 19 respondents would seek support from friends
- 18 reported they would turn to their key/support worker
- 16 said they would approach parents/carers



'My volunteering supervisor is really understanding and gives great advice ...always makes me feel better'

'Mam always tells me right with good guidance'

Barriers to Services	Frequency
Long waiting lists	18
Confusing referral process	14
Stigma around having a mental health issue	13
Not feeling listened to by mental health services	10
Lack of awareness of local mental health services	10
Lack of awareness of mental health issues	9
Services not being 'young people friendly'	5



'I always felt forgotten about and let down by people I was referred to for my problems. We would have one appointment then have to wait months for another to just have to keep starting over. I just feel they didn't even really care.'

Recommendations	Frequency
More education at and early age on mental health issues	17
No waiting lists	16
Online support	13
More home/community visits from mental health professionals	12
Community mental health 'drop in' sessions	12
Advice and support available via social media	11
Telephone support	6
informal support (e.g. Counselling group sessions)	6
More self-help options	2



'Someone always being available to chat'

'Quick access'

'Short waiting lists'

Hackathon

- Facilitated by PRDKT
- Engaged partners: Bluestone Consortium, NHS England, Healthwatch and young people
- Created a young persons story that encompassed multiple experiences



PRDKT | Young Person

Narrative

Life has been chaotic and often a struggle. I've often felt low, alone and isolated but have never really know how to express it. I don't have many people to talk to and although 'professionals' try to help, they often make me feel judged and anxious or don't really listen. I'm the only one who knows what I've been through and how bad it is. My friends sometimes know as well. The future seems scary and unclear. Once I'm 21 what happens? I'd like to feel better and sometimes I do, but where I live doesn't help and getting help is a constant struggle. Sometimes I don't have the energy.

Goals

Feel better

Understand me

Others understand me

Needs

Friends & Family

Help & clear path

One person I can trust

What to ask

Who to ask

Info to my phone

Fun

Safe space

Pain Points

No support when needed

Repeating my story

Negative peer influence

Confused by all the info

Talking to scary people

Transport

Thoughts

No one to talk to

Go away negative people

What will my future be like?

I want to have fun

Feelings

Lonely

Only trust family

Vert changeable

Bored

Scared of the future

Feel pressure

Actions

Find tailored support

Find tailored information

Help myself to feel better

- We reviewed the research recommendations in relation to the young person story
- The group prioritised feedback which identified 4 key areas for action

Early Support	Peer Support	Information & Services	Open Routes
Having someone you trust to talk to from an early age	Friends and family	Informed by social prescribing	Reduce waiting time?!
Education about mental health and support	Peer mentor with shared experiences	Appropriate assessment with the young person to tailor support/services	Develop online 1:1 support
Whole person approach	Peer run youth groups	Clear signposting to the best sources of online information	Specialist support worker visits to homes/hostels etc.
Talking about substances and addiction	Support to meet and make friends	Responses to dual diagnosis to intervene early to both substance and mental health issues	Faster communication for appointments and prescriptions
Public awareness about mental health	Raising awareness in schools	Cognitive support before prescription responses	Make GP services young people friendly to encourage young people to access help when needed
Enable self-help	Outreach GP connecting with schools	Link/named workers using social media	
	Support and education for families so they can give support and look after their own mental health	Commission services to employ experts by experience	

Peer support prototype

- We agreed to focus on the peer role to encompass early engagement, provision of information and education and linking to specialist services.
- Employing a young person with lived experience
- To develop a prototype to be tested in Newcastle



A multi-agency Working Group was established:

- Bluestone Consortia
- Healthwatch Newcastle
- Home Group
- Newcastle City Council
- Public Health England
- Changing Lives
- Northumbria University
- Youth Homeless North East





The Newcastle Context

OFFICIAL



Building Independence & Aspirations

Home Group commissioned by Newcastle City Council to provide 405 beds of supported accommodation in Newcastle upon Tyne

Partnership including Tyne Group, De Paul, Haven, North East Refugee Service, St Vincent de Paul and Shelter – gives us unique access to a wide range of supported accommodation across the City.

Vision is to mitigate the risk of homelessness by proactively identifying and preventing the risk at the earliest opportunity. Our aim is to make the prevention of homelessness “everyone’s business”.

Homeless V's Mental Health



What's the Link?

Qualitative research in 2018 (473 responses):

- 63% of customers were reported as having diagnosed mental health (MH) conditions
- 13% of customers were reported as having undiagnosed MH conditions
- So 76% of all customers had some form of mental health issues
- 65% of all customers were reported as having alcohol issues
- 74% of customers reported as having diagnosed MH conditions misused drug and/or alcohol
- 35% of customers reported as diagnosed are currently being supported by a dedicated MH worker or professional



What's Changing?

LIFE Model of Support

Principals:

- Person centred – voice and choice
- Psychologically informed – We walk in their shoes
- Strength based – Focus on what's strong not wrong

Domains:

- Wellbeing – what's important to me and for me?
- Skills – Active support and skills development
- Physical health – skills to self manage and health literacy



Clinical Approach

MDT – 1 Psychologist, 2 Mental Health Practice Leads and 1 OT

Work in operations and supported through robust clinical governance in New Model's of Care

Hub model to allocations/placement's

Psychologically Informed Environment (PIE)

Proactive risk assessment and risk taking

Reducing failed supported tenancies

Dual Diagnosis



Youth Link Prototype

- Employing a Health and Social Care Apprentice
- 15 months at level 2 with extension up to 2 years at level 3
- Recruited and employed by Home Group
- Youth Link role managed by Home Group with the Working Group steering the overall prototype project
- Living wage with real prospect of continued employment with Home Group
- Working into Home group accommodation for homeless young people
- Added value in linking to newly appointed team of mental health clinicians





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Best Practice 2: Liverpool City Region Housing First Co-Production and Commissioning Approach

Amanda Bloxsome, Housing First Best Practice & Partnership Lead, Liverpool City Region Combined Authority.

Katie Owen, Commissioning Lead, Liverpool City Region Combined Authority



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

Housing First – Liverpool City Region

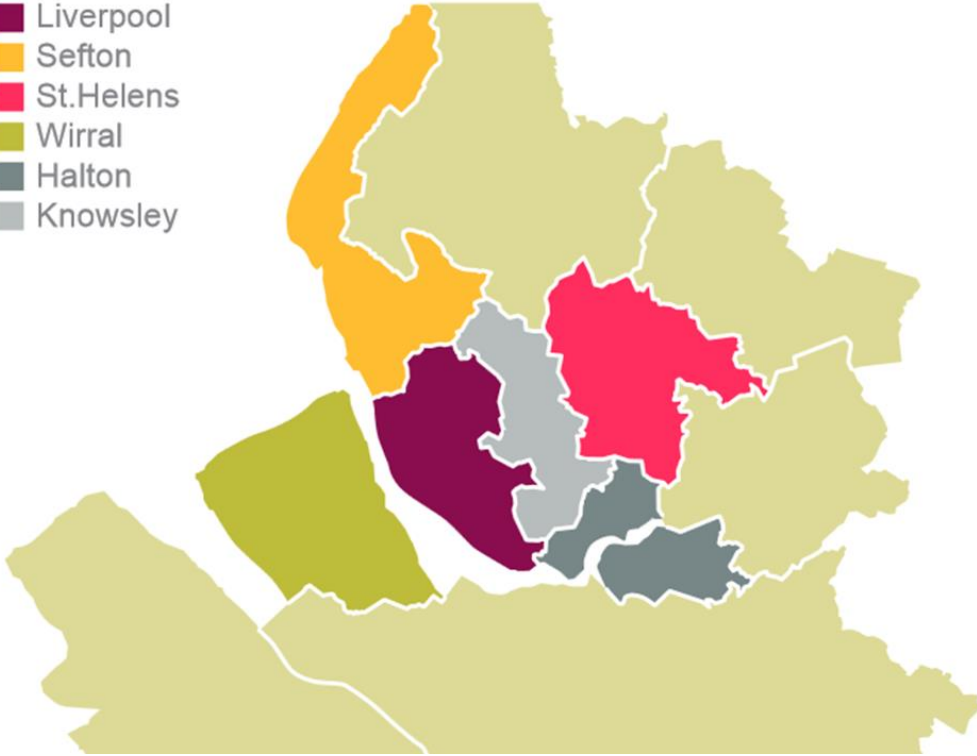
**Amanda Bloxsome – Best Practice and Partnerships
Lead**

Katie Owen – Commissioning Lead



Liverpool City Region

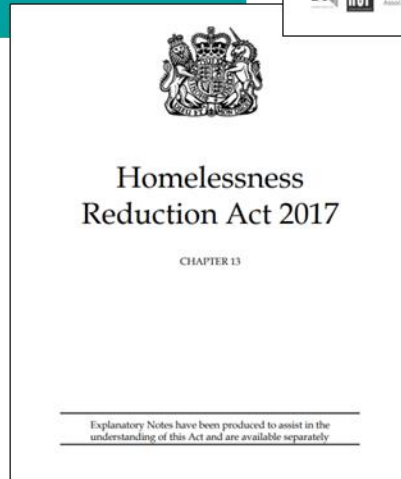
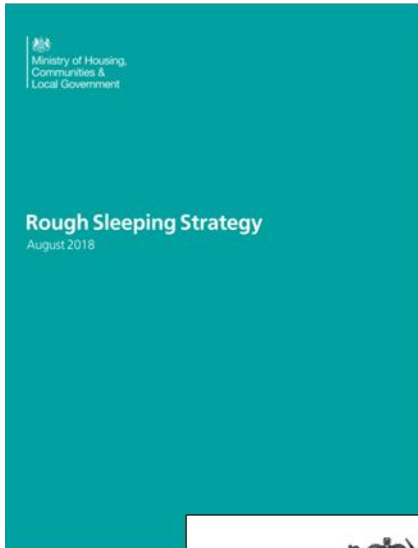
■ Liverpool
■ Sefton
■ St.Helens
■ Wirral
■ Halton
■ Knowsley



- 6 Local Authorities
- City Region devolution package
- Led by directly elected Metro Mayor since 2017
- Increasing need for homelessness services
- 460% increase in rough sleeping 2010-2017
- Hasn't attempted any HF before
- A 'mid size' city that hopefully produces replicable lessons



The wider context England and LCR



- **Homelessness Reduction Act came into force April 2018** – additional statutory duties on English Local Authorities to prevent homelessness
- **National Rough Sleeping Strategy published August 2018** – focus on Housing Led approaches to tackling homelessness including Housing First and Rapid Rehousing
- **Housing First Feasibility Study published July 2017** – Led to £28 million funding commitment for Housing First pilots in Liverpool City Region, Greater Manchester and West Midlands



The Feasibility Study - Aims



- To develop a Housing First model which would sit within a wider housing-led approach to preventing and tackling homelessness
- To develop a model that will – over time – free up sufficient resources to pay for itself
- To co-produce this model with local authorities, front-line professionals and with homeless people themselves
- To work out how much it would cost to implement the model, how it might best be delivered across the region and develop a transition plan
- To design a process for all this that other cities can follow



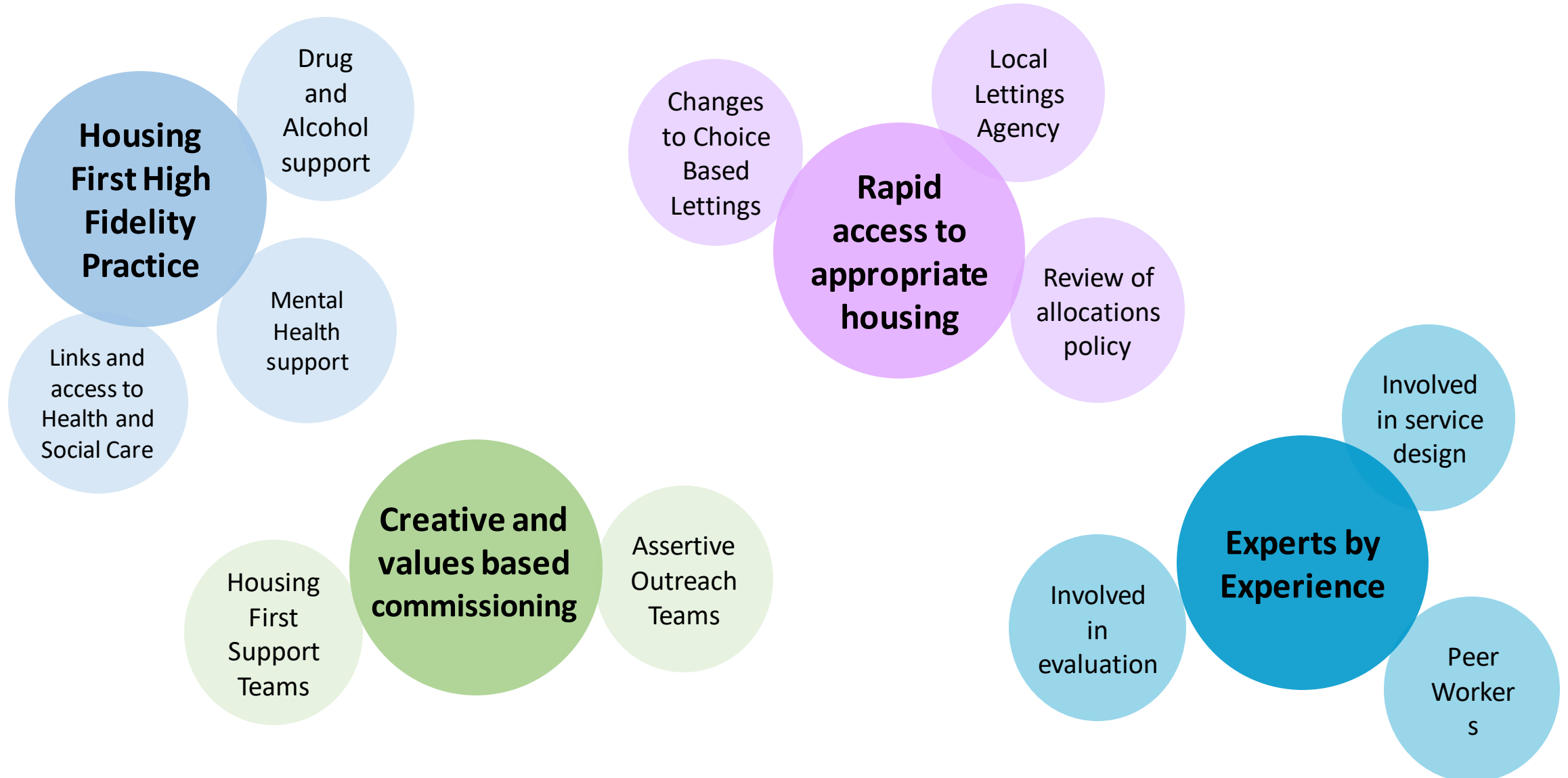
The wider system within Housing First should be integrated needs to include:

- Consistent approach to accessing mainstream housing
 - Local lettings agency?
- Significant investment in prevention services
- Sustained or renewed investment in floating support services
- Development of clear pathways between criminal justice, NHS provision and system for preventing and responding to homelessness





The Housing First Model in Liverpool City Region



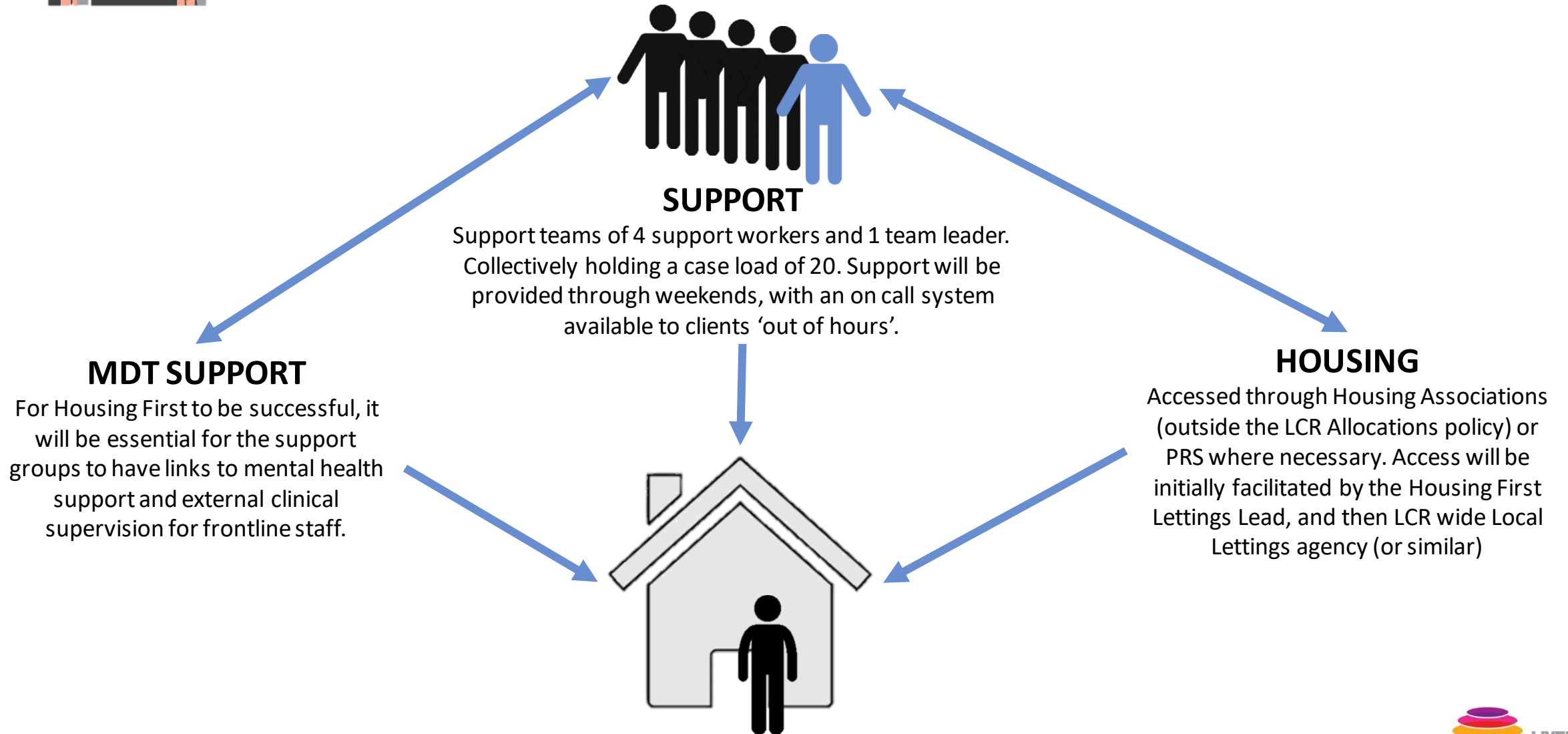


Test and Learn delivery

- Culture change along with system change is key to success
- Lack of trust across whole system
 - Homeless people
 - services
 - commissioners
- Desire to move from deficit based relationships to asset based
- Decision to recruit first 3 staff teams directly to deliver 'test and learn'
- Staff will be transitioned into future contracts with commissioned providers



The Housing First Model in Liverpool City Region





CA Approach – Commissioning

People are complex: everyone's life is different, everyone's strengths and needs are different:

- The **issues** we care about are complex: issues – like homelessness – are tangled and interdependent.
- The **systems** that respond to these issues are complex: the range of people and organisations involved in creating 'outcomes' in the world are beyond the management control of any person or organisation.

Human, Learning, Systems:

- Prioritises learning and takes a systems approach.
- Outcomes are produced by whole systems rather than individuals, organisations or programmes. Consequently, to improve outcomes, we must work to create 'healthy' systems in which people are able to co-ordinate and collaborate more effectively.

Summary of Human Learning System



- Variety
 - Bespoke
 - Relational
- Empathy
 - Build relationships
- Strengths
 - Asset based
- Trust
 - Devolved power and decision making to workers
 - Accept not in control Build relationships

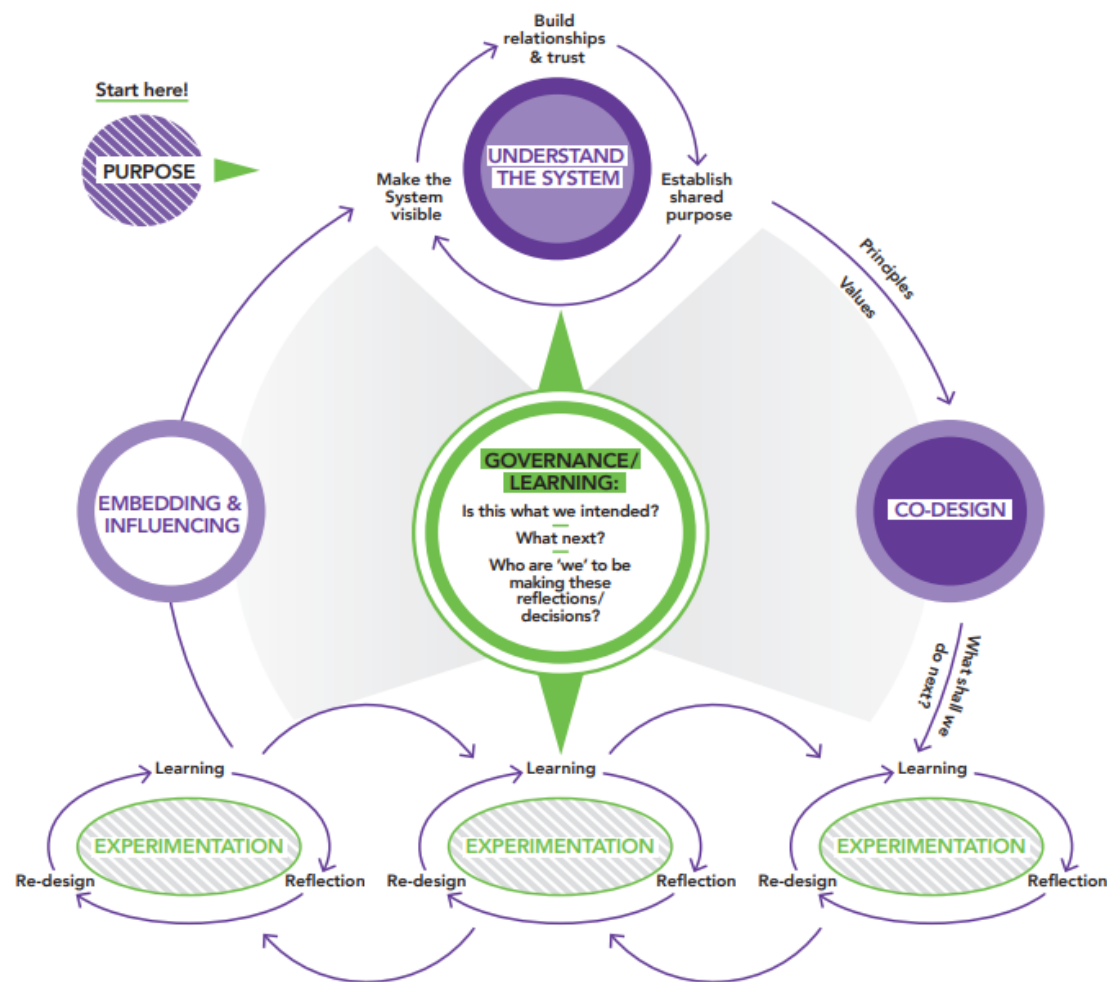


- Exploratory
- Funding/commissioning for learning not outcome driven
- Different forms of accountability
 - Agreed principles
 - Peer accountability
 - Accountability to beneficiaries
 - Is this what we intended
 - What does success look like from different perspectives
- Use data to learn
 - Measure and learn
- Create learning culture
 - Honesty
 - Positive error culture



- Perspective
 - Interconnected whole People viewed as having strengths
 - Share vision
- Power
 - Shared and equality of voice
 - Decision making is devolved
 - Accountability is mutual
- Participation
 - Open trusting allows effective dialogue Leadership is collaborative and promoted at every level
 - Feedback and collective learning used for improvement

Human Learning Systems





- Perspective – interconnected whole – people viewed as having strengths – share vision
- Power – shared and equality of voice – decision making is devolved – accountability is mutual
- Participation – open trusting allows effective dialogue – leadership is collaborative and promoted at every level – feedback and collective learning used for improvement

Commissioning Timeline



Oct 19 – Jan 20

Market
engagement
planning
/Procurement
strategy
planning

January

Market
Engagement
event

February

OJEU Notice
published

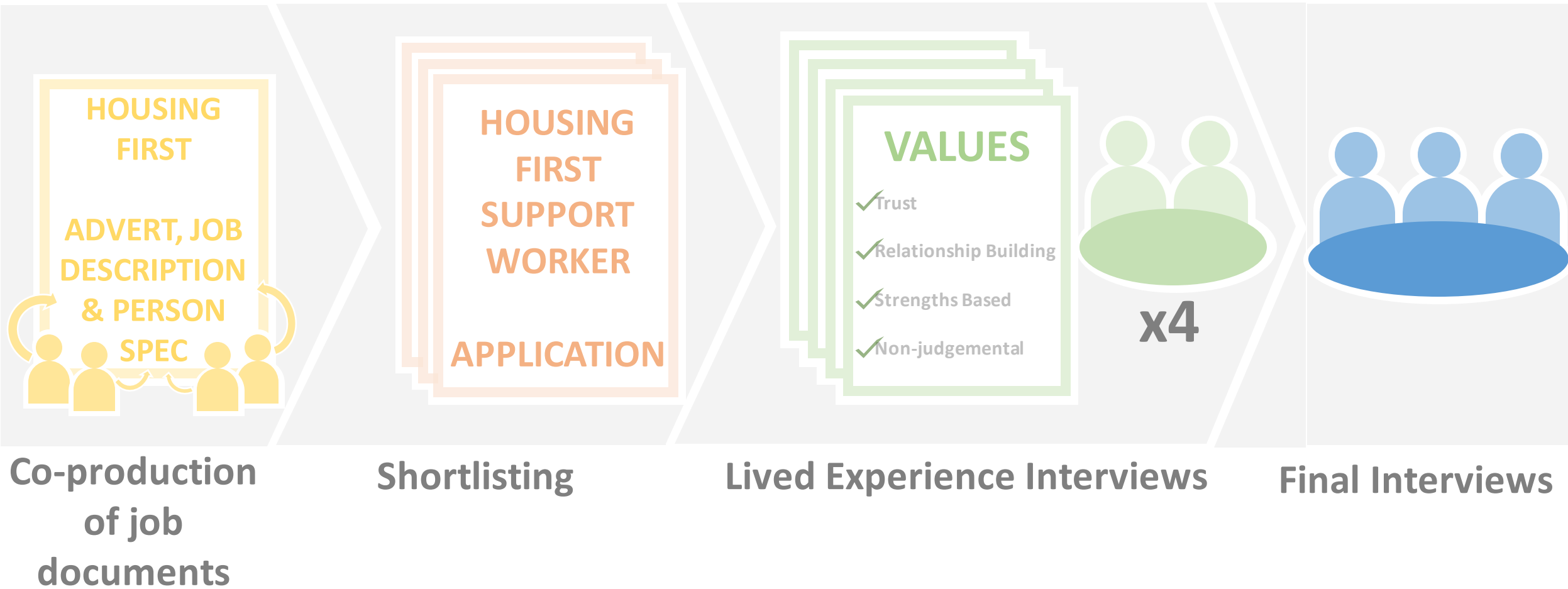
May

Tender
Evaluation

July

Start of
Contract

Recruitment process





- Initially booked interview panel training

***‘If it feels like something you’ve done
before, it’s probably wrong’***

- What can people with lived experience uniquely judge?
 1. Housing First is based on building relationships
 2. ‘Does the candidate have the right values and approach to have a good chance of building a successful relationship with a service user?’



We co-produced the format and questions which would best find this out:

- ‘Speed Dating’ format
- Traffic light scoring
- Involves eight different opinions
- Less pressure on individuals,
- Less open to challenge, important to HR!
- Candidates for *all* posts should go through process
- It had to be possible to fail, otherwise no transfer of power



‘As my Housing First worker ...’

Question	Notes	Score		
		Red	Orange	Green
What are the three most important things you need to know about me?				
What are the three most important things I need to know about you?				
How will you build a trusting relationship with me?				
How will you help me to set my own goals and support me to achieve them?				

Guidance on Questions



- Use your instincts as well as the answers
- Candidates should:

**Be relaxed in
your company**

**Take you
seriously**

**Listen to what
they have to
say**

**Be warm and
friendly**



***“What are the
three most
important things
you need to know
about me?”***

Positives /
Ambitions

Strengths
Based

“What
are you
good at?”

Negatives
/Risks

Deficit
based

“What
drugs are
you
taking?”



**"I'll be on
your side"**

Advocate

**Non-
judgmental**

Reliable

***"What are the
three most
important things I
need to know
about you?"***

**Hitting
targets**

**Good on
risk
assessments**

**Concentrates
on
themselves**



“How will you build a trusting relationship with me?”





Motivate
you

Help
through
set backs

Never
giving up
on your

***“How will you help
me to set my own
goals and support
me to achieve
them?”***

Threats as
motivation

“Obviously
you want to
cut down
your
drinking?”

Assume
goals

Outcome.....



- 140 Applications for 16 Roles
- Mix of experience in team
- Intensive induction programme
- Training based on HF principles
- Strong links to strategic and political drivers
- No pressure!

To date.....



- Recruited and inducted three test and learn delivery teams
- Worked with social landlords across LCR to develop and agree a charter and service level agreements
- Worked in partnership with 6 local authorities to prioritise people for test and learn cohort.
- Contacted over 100 people to offer them housing first
- Actively working with 58 service users
- Have got 20 people in permanent homes of their own



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

ANY QUESTIONS?

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Best Practice 3: Partnership Approaches to Tackling Homelessness – New Start Model

Marie Smith, Housing Manager, Durham City Council

Jayne Adamson, Tenancy Sustainment Manager, Believe Housing

Content

- County Durham in a Housing context
- Strategic aims and partnership working
- believe housing
- Examples of our work together
 - ❖ New Start
 - ❖ Housing Keyworkers

Altogether better



Housing in County Durham

- Large and diverse area with distinctive characteristics and needs both culturally and in housing.
- Durham County Council are a non-stock holding authority
- Population of around 500,000
- Strategic Housing Market Assessment 2016 - 239,685 dwellings and a total of 226,322 households
- 20.2% of houses are in the social sector



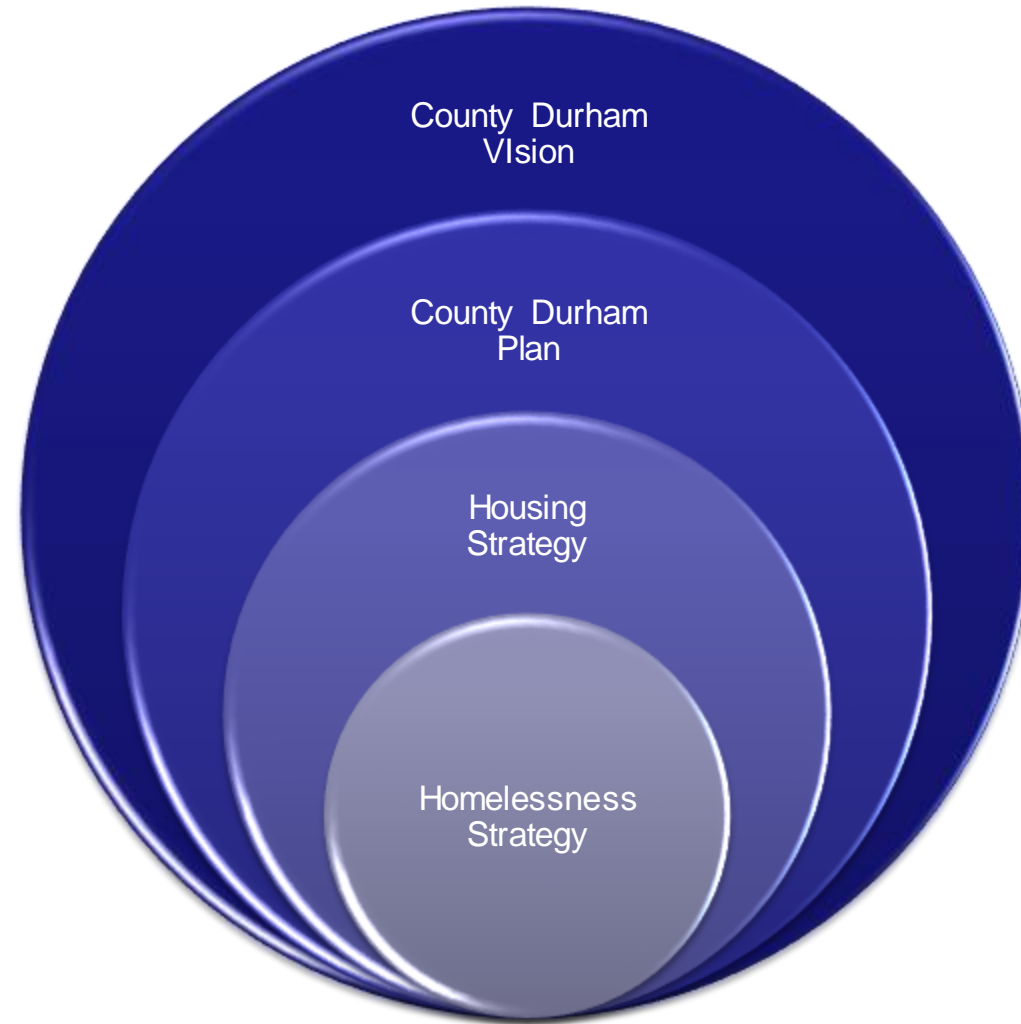
Altogether better

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Strategic context



Altogether better

Housing in County Durham

- Housing Strategy is a five year strategy

- Objectives:

Provide housing advice, assistance and support for older and vulnerable people

Improve access to housing

Delivery more homes to meet housing need and demand

Maintain and improve standards across County Durham's housing stock and wider housing environment

Altogether better



Homelessness in County Durham

- Homelessness and Rough Sleeping Strategy sits beneath Housing Strategy
- Three year strategy
- Reviewed homelessness over three years, strategy informed by this data
- Homelessness Reduction Act 2017 introduced in April 2018, biggest change in housing legislation for 15 years

Altogether better



Homelessness in County Durham

Aims:

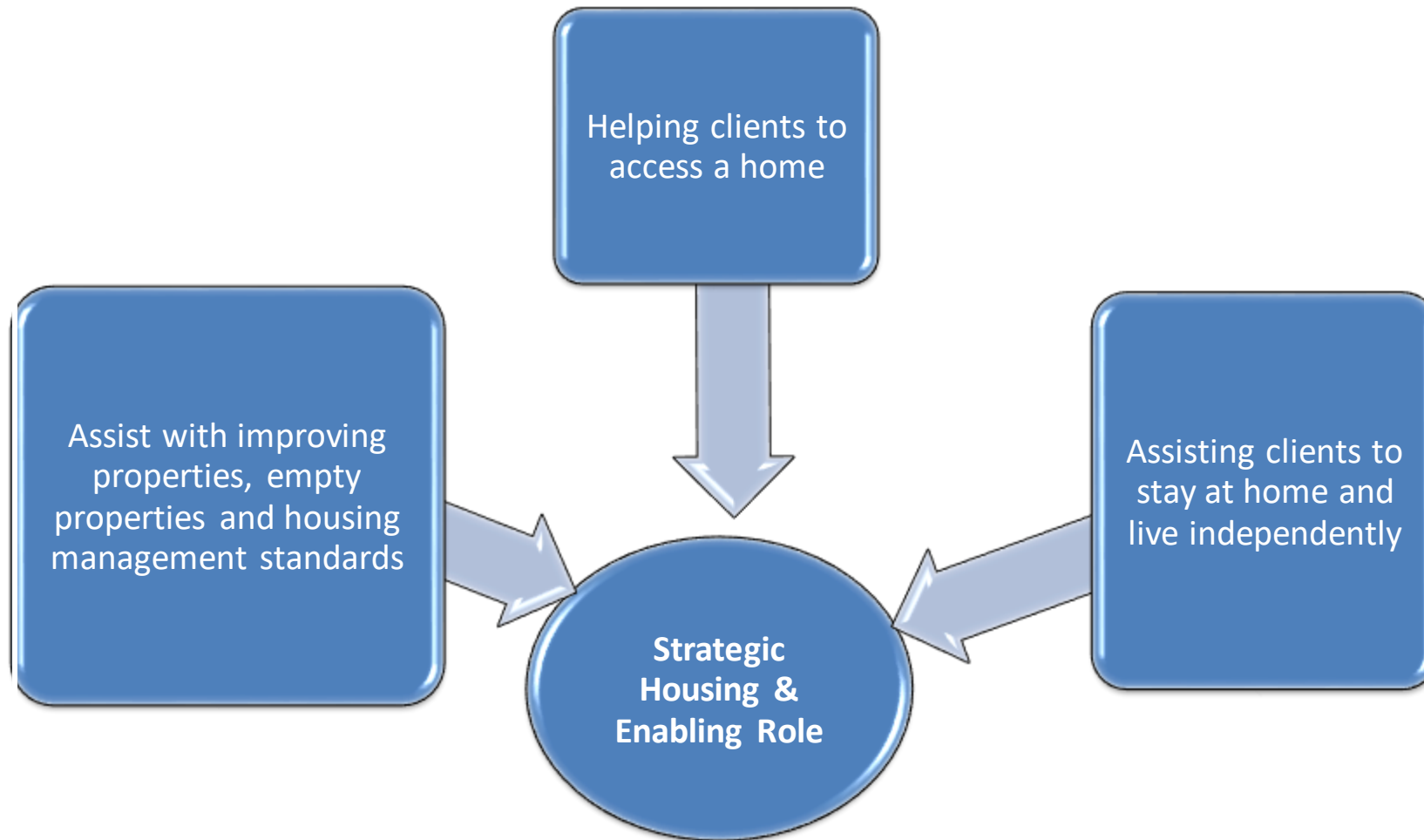
Prevention of Homelessness through Early Intervention

Increase access to and **supply** of accommodation for those homeless and threatened with homelessness

Provide a range of **support** services to reduce the risk of households becoming homeless

Altogether better





Altogether better



Altogether better

Homelessness in County Durham

- **7179** contacts to Housing Solutions in 2018/19
- **4090** advice and assistance
- **2349** threatened with homelessness
- **840** homeless

Altogether better



Homelessness in County Durham

- **605** had homelessness prevented
- **203** had homelessness relieved
- **9** main duty discharged (unintentionally homeless and priority need)

Altogether better



Homelessness in County Durham

- End of AST (Private Rented Sector) – including rent arrears
- Family no longer willing to accommodate
- Non-violent relationship breakdown

Altogether better



Partnership working

- Durham Key Options – choice based lettings scheme for County Durham, believe are a full partner
- Work in partnership to consider innovative ways of letting properties and supporting tenants
- Marketing immediately available properties

Altogether better



Questions and Discussion following the Best Practice Sessions

Chairs Closing Remarks

Mike Wright, Director of Homelessness, Manchester City Council



THANK YOU
FOR ATTENDING THIS EVENT



@NHC



Northern Housing Consortium

www.northern-consortium.org.uk