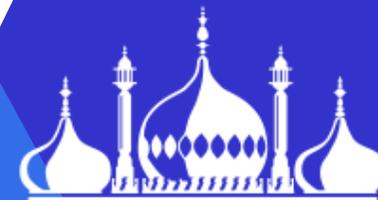


Brighton & Hove - Rough Sleeping Strategy 2016

Strategic Action Tracker



**Brighton & Hove
City Council**

Priority 1: Prevent Homelessness and Rough Sleeping

Action completed

Suggested key priorities

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

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Encourage all partners to pledge their support to the vision, partnership work and priorities of this strategy.	Sign up event July 2016.	BHCC Adult Services	Sign up to strategy took place at launch event at First Base.	n/a	n/a
Review routes in/out of street life and how organisations work together to prevent homelessness and move people away from the streets.	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, Galvanise, to hold a Connections week end of 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 and feed into the Rough Sleeping Strategy. Data analysis will be provided by Public Health. Existing data is collated by St Mungo's and other services.		Set up a Homeless prevention working group to co-ordinate actions across services. Findings from Connections Week to be used to explore opportunities to reduce numbers of people rough sleeping.

Develop a Multi-Agency Protocol for Brighton & Hove. Ensure the Protocol is promoted and understood by staff, volunteers and residents.	Protocol agreed by March 2017! Agree protocol on 2nd March 2018 at Board meeting	Rough Sleeping Strategy Coordinator; BHCC Adult Services;	A draft protocol has been developed by St Mungo's. 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.	Roll out and sign up of organisations required.	Wider protocol for all agencies to be agreed by the steering group after commissioned services signed off MAP.
Ensure a rolling communications programme on reducing rough sleeping that engages the general public.	Roll out communications from July 2016.	BHCC Communications; BHCC Adult Services	Clear messages for a proactive communications strategy are required. Increase awareness of 'make change count' campaign, promoting online donations to homelessness support services.		Direction required from steering group and elected members.
Ensure that awareness of the 'Make Change Count' campaign is maximised.	Relaunch of MCC campaign for Feb 2018 – promote work of the 8 charities involved	Rough Sleeping Strategy Coordinator; BHCC Communications; BHT – justgiving page	Second push on MCC campaign closing 31 Dec 2017 & £23k raised divided between 5 charities involved. Campaign relaunched in Feb 2018 to run until end Jan 2019. All participating charities must promote the campaign on their website linked to the campaign webpage. 3 new charities added for 2018 campaign; The Clock Tower Sanctuary, BYMCA and YMCADLG.		

Goal 2: Improve housing options for single person households

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Publicise where to go for assistance and to seek help at an early stage.	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 launched October 2017.		
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.	Now in place Dec 2017	BHCC Housing Options (Bob Proctor)	Trailblazer team developed draft on-line form for professionals with Communications team. Have links to information prescriptions on housing web pages. Contact email in place earlyintervention@brighton-hove.gov.uk . Review use of information prescriptions for housing advice with to date.		
All partners to be aware of the housing market and benefit rates.	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 Credit 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.		
Investigate creative solutions to increase accommodation options (such as lodgers, temporary modular homes and rent deposit schemes).	March 2017	BHCC Adult Services; BHCC Housing	Umbrella Group commenced, so far positive outcomes. Commissioning is investigating night shelter provision. YMCA Downslink YCubes – committee approval June 2017 – build delayed . 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		Strategic Accommodation Board established. ToFR being established to look at accommodation needs of different groups.

			sleepers are actively being worked with. Housing and ASC are exploring obtaining PRS under rent deposit scheme.		
Improve access to housing information to raise awareness affordable housing options locally and in other parts of the country.	IT approach to be developed.	BHCC Housing	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. Trailblazer team looking at move on in all TA & EA.	Are rough sleepers accessing this? Sue Forrest asked	

Priority 2: Rapid Assessment and Reconnection

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

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcomes Achieved	Barriers	Suggested Solutions
<p>Set up a permanent assessment centre(s) with temporary (sit-up) beds.</p>	<p>Operational Summer 2017?</p>	<p>BHCC ASC; St Mungo's</p>	<p>Unsuccessful tender. One bid was made but assessed as unsuitable. Tender currently being revised while pilot of a short stay assessment service was to be launched in Nov with St Mungo's. Steering group set up which is managing the development of the pilot. This has been delayed – why? Due to issues with securing a building. This has been resolved and a tender is due out by mid 2018.</p>		
<p>Develop integrated and coordinated joint assessments and support planning across housing, care and health (including primary care, SCT, SPFT, BSUH and community & voluntary sector).</p>	<p>All clients to have their own Multi-Agency Plan. Pilot late 2016 to go live March 2017?</p>	<p>BHCC ASC (Sue Forrest); BHCC Housing; St. Mungo's; NHS Partners;</p>	<p>All clients to have their own Multi-Agency Plan. Linked to launch of Bthink July 2017, roll out to agencies and services will ensure coordinated plans. This has been delayed due to GDPR compliance – now approved. Delay in roll out to services – why? Trailblazer funded social work leading on work with</p>	<p>Bthink is GDPR compliant. Signed off by legal and IG. Training and roll out amongst partners is in progress. Access to Bthink for Council Teams is still to be signed off by IG through</p>	

			homeless people and rough sleepers. Operational manager in post to lead on homeless issues. 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 launched trial mid-September with Housing needs.	completed Data Protection Privacy Impact Assessments. Link between Bthink and Housing Action Plans to be developed.	
Share client information across all partner organisations to ensure a consistent approach and improve interventions / outcomes.	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. All high and medium supported accommodation have access to Bthink. Training schedule in place for yp services and day centres to use the system.	Delay in roll out.	
Ensure a swift response to enable a No Second Night Out approach.	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	Accommodation availability to move people off the street quickly.	

			sleepers, the Rough Sleepers Grant Actions will come into play.		
Work with providers and charities to ensure safe and sustainable reconnections.	21 st Dec 2017	BHCC Adult Services (Sue Forrest); St Mungo's	Consistent approach to be taken by services. Memorandum of Understanding to be developed relating to good practice.	SHORE (Sussex Homeless Outreach Reconnection & Engagement) no longer exists for working across Sussex authorities. St Mungo's now leading on this.	Suggest a cross service working group looks at this.

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

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Provide temporary beds for those with complex needs to ensure engagement before reconnection assessment.	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. Delayed – why? Due to issues with securing a building. This has been resolved and a tender is due out by mid 2018.		
Implement a scheme to target	Scheme late	BHCC Adult Services;	SIB grant funding in place. Tender	Reported	

those entrenched / complex rough sleepers based on bespoke responses to individual needs through a multi-agency response.	2016	St. Mungo's	out July 2017; new service mobilised March 2018. St Mungos is the service provider.	engagement issues for complex rough sleepers with SMS and MH services.	
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Goal 5: Ensure services are sensitive to the needs of all vulnerable groups including LGBT people, young, older, women and ex-service personnel

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Ensure providers implement recommendations of Stonewall Housing LGBT report.	Include recommendations in Multi-Agency Protocol.	BHCC Adult Services; BHCC Housing St. Mungo's	Implemented across all HASC commissioned services. Fulfilling Lives undertaking case studies of how LGBT rough sleepers access services.		
Consult women and other groups about delivery of service which best meet their needs.	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. Equinox manage service opened Jan 2018; phase one – 10 beds. Phase two - 9 beds – to be opened April.		
Continue to develop the Young People's Accommodation and Support Pathway.	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. The tenders are being evaluated currently. April 2018.		
Ensure Care Act assessments are carried out for older and	Include in integrated	BHCC Adult Services	Statutory duty is being fulfilled.		

<p>frail people sleeping rough.</p>	<p>joint assessments across housing, care and health March 2017.</p>				
<p>Maintain commitments to ex-Armed Forces personnel through the Armed Forces Covenant.</p>	<p>Monitoring and reporting of rough sleeping amongst ex-forces personnel.</p>	<p>BHCC Adult Services; Armed Forces Network</p>	<p>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.</p>		

Priority 3: Improving Health

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

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Commission services to deliver new integrated health and social care model for homeless.	March 2017	Brighton & Hove CCG; BHCC Adult Services; BHCC Public Health	Joint procurement NHS England 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.		
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	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.		

<p>rough sleeping, are identified.</p> <p>Ensure professionals and staff are trained and skilled to deliver the model of care, including joint assessment and care planning.</p>	<p>June 2017</p>	<p>CCG and NHS Trusts; BHCC; Third Sector Providers</p>	<p>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.</p>		
<p>Align substance misuse services including co-location of workers, and joint assessments where possible.</p>	<p>June 2017</p>	<p>Pavilions and Public Health</p>	<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. Needle exchange service at Glenwood and plan to roll out other hostels. 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>	<p>Ensuring this happens throughout Pavilions partnership, not just with pro-active care coordinators and keyworkers.</p>	<p>Monitoring internally that joint-working takes place, through Pavilions case management tool.</p>

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

Strategic Action	Target	Lead Partner	Progress to	Barriers	Suggested
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	end date		Date/Outcome Achieved		Solutions
Review Severe Weather Emergency Provision protocols.	September 2016	BHCC Adult Services	Review complete. Service due for retender in 2018. BHT. 2 days below zero or amber weather warning (storms)		

Priority 4: A Safe City

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

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Work with partner agencies to ensure they are not inadvertently entrenching the street community.	Ongoing	Adult Social Care; Council Housing; Communities Team; Third Sector	Funding from DCLG awarded for a charity project to The Passage. Greg Headley in place and started work 15 th June 2017 working with the church, community and voluntary sector.		
Engage the street community to understand their impact on others.	Ongoing	St Mungo's; Sussex Police; BHCC community Safety Team: City Clean; City Parks; Ambassadors	Aim to reduce ASB reported, perpetrated against and by street community cohort. Twice 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. Removal and storage of abandoned rough sleepers' belongings in the city centre producers to be		

			reviewed.		
<p>Support people into appropriate treatment services where possible.</p> <p>Give advice on harm reduction including safe disposal of drug litter.</p>	<p>Update by 21st December 2017</p>	<p>BHCC Public Health; Pavilions & Equinox;</p>	<p>Aim: Increase number of street community people accessing treatment as required.</p> <p>Reduction in drug litter in public places. 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. Improve prep for</p>		

			detox/rehab.		
Take action where necessary to reduce the risk and harm.	Reduced ASB reported perpetrated against, and by, street community people.	Sussex Police; BHCC Community Safety Team	High Impact case work forum (HICWF) 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.		
Use tenant and resident support services where appropriate to manage behaviour on the street.	Reduced ASB reported perpetrated against, and by, street community people.	BHCC Housing; BHCC Adult Services; Community Safety team	Rough Sleeper outreach team liaise with resident groups affected by rough sleeping activity. Begging Action Days in operation with Police, St Mungo's and Equinox.	Housing Tenancy services cannot provide for managing behaviour on the street as they have no influence for non- tenants.	

Goal 9: Promote alternatives to discourage street life and begging

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Promote alternatives to giving to beggars focussed on helping people move away from street life.	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 – BHT, St Mungo's, Equinox, Nightstop and Antifreeze. Now expanded to 3 other charities in 2018 to help increase public awareness.		

Priority 5: Pathways to Independence

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

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Ensure emergency, temporary and supported accommodation is safe and a suitable quality.	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. This does not include emergency and temporary accommodation.		
Ensure emergency, temporary and supported accommodation supports wellbeing.	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. 2 x Welfare Officers now joined Trailblazer team to support those in TA & EA.		
Review eviction protocols in	Eviction	BHCC Housing	In supported accommodation		

<p>emergency, temporary and supported accommodation.</p>	<p>protocols reviewed by March 2017.</p>	<p>Services; BHCC Adult Services</p>	<p>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. Also being considered by the TA Action Group. New eviction protocol now drafted by Commissioning.</p>		
<p>Allow flexibility for those with complex needs when making nominations to supported accommodation.</p>	<p>Incorporate into the Multi-Agency Protocol.</p>	<p>BHCC Adult Services</p>	<p>New multiple and complex needs accommodation service to be commissioned. Out to tender November 2017. Is this in place? No tenders, so service is being remodelled in house. Transitioned to new service specification April 2018.</p>	<p>Heavy demand limits options for making personalised accommodation nominations.</p>	
<p>Remodel and recommission supported accommodation within the integrated support pathway.</p>	<p>Remodel and recommission 2016. Mobilise 2017.</p>	<p>BHCC Adult Services</p>	<p>Tranche 1 tender complete – high and medium supported accommodation to be mobilised by Sept 2017. Tranche 2 tender – low support and women’s service awarded to Equinox in July 2017 and first 10 beds opened Jan 2018. Further 9 beds to open in April. Tranche 3 tenders work and learning & peer support due for release Oct 2017. Tranche 3 are in the process of being awarded. MCN’s out to tender. Is this now in place?</p>		

Implement findings of review Homeless Strategy Working Groups.	Implemented by March 2017.	BHCC Adult Services; BHCC Housing	New meetings and priorities are being established.		
Recommission Peer Support services.	March 2017	BHCC Adult Services	Tender due for release October 2017. At award stage. Contract is live as of 1 st March 2018.		
Commission Work and Learning services.	June 2017	BHCC Adult Services	Tender due for release October 2017. Tender awarded and being mobilised. Contract is live as of April 2018.		
Encourage social enterprise solutions between the Third Sector and business community that provide work and learning opportunities for service users.	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 (Greg Headley).		

Goal 11: Develop bespoke supported housing options where appropriate

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Deliver new supported scheme for older people with complex needs.	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. Is this now done?	Lack of accommodation. Loss of funding from HCA.	New bid made - awaiting decision.
Commission Housing First accommodation with units for young people.	Contract live January 2016.	BHCC Adult Services	Action Complete.		
Consult women and other groups about delivery of service which best meet their	Develop women only accommodation Provision.	BHCC Adult Services	Consultation completed. Women only service opened Jan 2018. Annual consultation to be embedded with service users of		

needs.			supported accommodation, outreach and day centre service users.		
Explore options to develop the most effective type of supported housing or alternative solutions appropriate to clients' needs.	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 DownsLink Group to develop up to 21 Y:Cube homes for local, young, single people and received committee approval for this project in June 17. When will YCubes be ready?	Heavy demand. 300 people waiting for supported accommodation	BPI currently taking place looking at referral system into supported accommodation services. Working group suggested to explore how support needs can be met for people who cannot access or are waiting some time to access supported accommodation.

Goal 12: Ensure timely move on to independent accommodation

Strategic Action	Target end date	Lead Partner	Progress to Date/Outcome Achieved	Barriers	Suggested Solutions
Ensure all those on the pathway to independence have a move-on plan developed at an early stage.	Incorporated as part of the new model tender March 2017. Update by 21st December 2017	BHCC ASC; Justlife	Included in all tenders and services being mobilised. Move on Co-ordinator post to support hostels with complex cases now filled (Kerrie Carlie). 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. High needs and MAPPA clients blocking up hostel	Lack of move on accommodation and PRS access.	

			accommodation as difficult to place in PRS - Prioritise move on of MAPPA clients.		
Work with third sector and landlords to source secure accommodation suitable for single people.	Target to be developed in 2016. Ongoing	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.	Limited funding available.	Regular Donations required and a fundraising campaign due to be launched for the Umbrella Group.
Ensure those ready for general needs accommodation are supported to manage their tenancy.	Update by 21st December 2017	BHCC Adult Services; Third Sector	Incorporate into the Multi-Agency Protocol. Floating support service (Just life) 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. Out of area placements e.g. Newhaven – develop support networks to help maintain tenancies and help with independent living e.g. meet up groups - work with East Sussex County Council & Lewes District Council – link to local GPs	Limited support options for people who move into council accommodation should they require it.	
Improve access to social housing where appropriate to meet needs of those ready.	Allocations Policy Review in progress 2016/17.	BHCC Housing	EIA identified that the impact of the new Allocations Policy means that people in supported accommodation may find it	Supported accommodation clients are held to a higher standard of	Manager of Homemove, Equalities Team and H&ASC have

			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. Review completed and new policy being implemented. This will be completed by end of March 2018. New policy lettings plan being implemented so up to 40% available social housing allocated to homeless in TA which is enabling a lot more move on.	tenant readiness proof.	agreed to monitor and review the situation.
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