

**BELFAST STREET NEEDS AUDIT**

**Northern Ireland Housing Executive  
The Welcome Organisation and Depaul  
Belfast City Centre Management**

**Final Report**

January 2016

## **Acknowledgements**

On behalf of NIHE I would like to thank all the stakeholders who contributed to this important piece of work.

The Street Audit represents a unique approach with our partners in the voluntary sector and Belfast City Centre Management (BCCM) in the sense that it was carried out over an extensive 12 week period, this has enabled us to identify and target specific interventions toward a group of very complex individuals. The Audit will form the basis of future comparative analysis.

I would like to acknowledge the work of staff from both the Welcome Organisation and Depaul for the commitment they demonstrated throughout the course of the Audit in recording observations and supporting the vulnerable people they encountered in Belfast City centre.

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**Clark Bailie**  
**Chief Executive**  
**NIHE**

## Contents

	Page
<b>1. Introduction</b>	<b>4</b>
<b>2. Aims and Objectives</b>	<b>6</b>
<b>3. Methodology</b>	<b>7</b>
<b>4. Summary of Findings</b>	<b>9</b>
<b>5. Recommendations and Implementation</b>	<b>15</b>
<b>Glossary of terms</b>	<b>18</b>
<b>Appendix 1 - Homelessness Services funded by NIHE in Belfast</b>	<b>19</b>
<b>Appendix 2 – The Service Continuum</b>	<b>22</b>
<b>Appendix 3 – Steering Group Membership</b>	<b>24</b>
<b>Appendix 4 – Street Audit Response Flow Chart</b>	<b>25</b>

## **1.0 Introduction**

The Housing Executive (NIHE) has statutory responsibility for responding to homelessness in Northern Ireland. In April 2012 the NIHE produced its second Homelessness Strategy which sets out the organisation's approach for tackling homelessness. The overarching vision of the strategy is to end rough sleeping throughout Northern Ireland by 2020.

The NIHE is also the administering authority for the Supporting People programme introduced in Northern Ireland in 2003. The aim of the programme is to commission housing support services that improve the quality of life and independence of vulnerable people including those at risk from homelessness.

In delivering on the objectives of these core strategies, the Housing Executive funds a range of services through voluntary sector partners. In Belfast these include temporary accommodation and community based support services, street outreach, drop in and specialist assessment aimed at vulnerable people at risk from homelessness including Rough Sleepers. Appendix 1 details the Homelessness services in Belfast funded by NIHE.

Previously, the implementation of the Rough Sleepers Strategy for Belfast (2005) established local interagency structures and a range of specialist provision to examine and address the issue of rough sleeping in the City. The Street Needs Audit seeks to acknowledge and inform the further development of these existing structures. The services developed through these structures include:

- The Multi-Disciplinary Homeless Support Team (MDHST) Extern.
- 20 Crisis beds at 3 locations -Centenary House, Annsgate and Morning Star hostels.
- Low threshold harm reduction service (wet hostel) at Stella Maris.
- A range of generic singles hostels across the City.
- Street outreach from Welcome Centre operating between 8a.m. and 1.a.m.
- Drop in services at the Welcome Centre.
- Regional Emergency Out of Hours Social Work Service (RESWS).
- Housing First service which provides a tailored response to complex individuals in their own home.

With the launch of the Homelessness Strategy in 2012, the Housing Executive developed a framework to commission homelessness services in the form of the 'Service Continuum' against which all homelessness services are strategically tested and which underpins funding decisions. Appendix 2 details the Service Continuum

which consists of early intervention and preventative provision delivered through community based support services; low threshold crisis response and specialist accommodation, through to tenancy sustainment services.

This commissioning framework ensures consistency of approach in the service models being commissioned and helps inform discussions with providers on the remodeling of existing services to ensure strategic and operational alignment to the Homelessness Strategy.

Alongside the Homelessness Strategy, the NIHE is currently in the process of redesigning the approach in meeting the needs of people who present to the organisation in housing crisis. The principles of this process focus on meeting customer needs at the first point of contact. For homeless people or those at risk of becoming homeless, this involves providing a case management approach to address accommodation and support needs through the recently formed Housing Solutions Team which is piloting the new service delivery model in the Belfast Area.

Indications of growing levels of street activity have led to a perceived increase in rough sleeping in Belfast city center in recent years. While anecdotal evidence indicates that much of this is related to street drinking and begging, the Housing Executive has sought to establish a clear and factual picture of this population in order to ensure that services targeted at rough sleepers are operating effectively.

The Housing Executive therefore commissioned a Street Needs Audit which was delivered in partnership with the Welcome Centre, Depaul and Belfast City Centre Management over a 12 week period to identify the nature of the problem. The Street Needs Audit sought to understand the reality of street homelessness and rough sleeping in Belfast. It looked at existing services and sought to make recommendations about provision and the interaction between services.

## **2.0 Aims and Objectives**

The overarching aim of the Street Audit was to carry out a detailed assessment of need in order to inform future service commissioning. The findings from this piece of work should therefore be viewed in conjunction with other intelligence that NIHE gathers in relation to the needs of this client group including through the Housing Solutions and Supporting People teams.

The combined analysis of this intelligence will be required to enable NIHE to plan effectively and therefore ensure that services are contributing fully to achieving the aim of ending rough sleeping.

The specific objectives of the Street Needs Audit were to:

- Undertake action research on individuals engaged in rough sleeping and street drinking activity overnight.
- Proactively engage with individuals to assess immediate needs at the point of contact.
- Actively assist individuals to return to their accommodation including referral to the most appropriate support services.
- Identify the nature and frequency of contacts with individuals to inform a case management approach.
- Identify barriers to service entry.
- Promote partnership working around managing and addressing begging and street drinking.
- Inform the reconfiguration of homelessness services including assessing the adequacy of crisis and outreach services and informing commissioning priorities.
- In working with the Housing Solutions team in Belfast, the Street Audit sought to improve the response in meeting the needs of the very complex individuals identified. Through a series of case studies this approach demonstrates that even the most entrenched rough sleepers and street drinkers can be supported toward independence.

### **3.0 Methodology**

The Street Needs Audit was overseen by a Steering Group chaired by the NIHE. Appendix 3 provides the Steering Group membership. In recognition of the complexity of street issues Belfast City Centre Management (BCCM) together with the two provider organisations had regular liaison with the Police Service of Northern Ireland (PSNI) and a range of other voluntary sector and faith based groups operating on the streets of the city.

Measuring the extent of rough sleeping is not a simple exercise. The issue is compounded by the number of individuals participating in 'street drinking' and associated anti-social behaviours many of whom are perceived to be rough sleepers. Anecdotal evidence indicates that a large number of this group either have their own accommodation or are placed in the temporary accommodation sector and have been either excluded from hostels on occasions as a result of excessive alcohol and or drug misuse; some also choose to 'stay out' in order to engage in street drinking activity.

Not all street drinkers are rough sleepers or are homeless and this issue requires recognition of the distinction between actual homelessness, episodic rough sleeping and public intoxication. Therefore, in order to identify the distinct groups involved in street activity in Belfast, the Housing Executive commissioned a Street Needs Audit over a 12 week period between the hours of 10pm and 8am.

The Street Needs Audit reflects elements of the approach adopted in European and UK policy direction to identify the extent of rough sleeping and particularly draws on the learning from the recent initiatives in London to address rough sleeping<sup>1</sup>. The Street Needs Audit represents a best practice model which goes beyond a basic demographic count by seeking to understand both the extent and the nature of rough sleeping in Belfast.

The Street Needs Audit sought to establish baseline numbers of those engaging in street drinking and rough sleeping. It also assessed their situation in order to

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<sup>1</sup> No Second Night Out (2011) and Making Every Contact Count (2012)

provide immediate assistance and to target longer term housing solutions through a case management approach. It further sought to identify barriers to accessing appropriate help and support and to make recommendations about provision and the interaction between services. In this way the Street Audit took the form of an action based research project.

The exercise focused on identifying the most chronic individuals found on the street between 10 pm and 8 am. The audit was carried out by the Welcome Organisation and Depaul. For the purpose of this project 'street activity' was defined as:

- Begging
- Street drinking
- Rough sleeping

(See Glossary of Terms)

The role of the audit team was to:

- Make contact with and ascertain the immediate needs of individuals engaged in the above activities, and
- Capture relevant information and report weekly to NIHE on an agreed format.

Due to the nature of the client group, the data captured for each contact varied with many fields incomplete. In order to ensure information reporting was as factual as possible and that there was no double counting of individuals, the NIHE carried out a 'data cleanse' of the data fields with Welcome and Depaul.

The role of the NIHE was to:

- Provide strategic oversight and control.
- Engage with the NIHE Housing Solutions team to case manage those identified.
- Identify gaps in existing provision through analysis of findings.
- Liaise with statutory and voluntary partners in the delivery of recommendations.

Reporting on the Street Needs Audit is based on best practice models of rough sleeper counts and establishes the baseline for future comparison against new, persistent and returning rough sleepers. As this is the first comprehensive capture of information on individuals rough sleeping, comparison with previous years is not possible. However, the Audit will facilitate future comparative analysis.

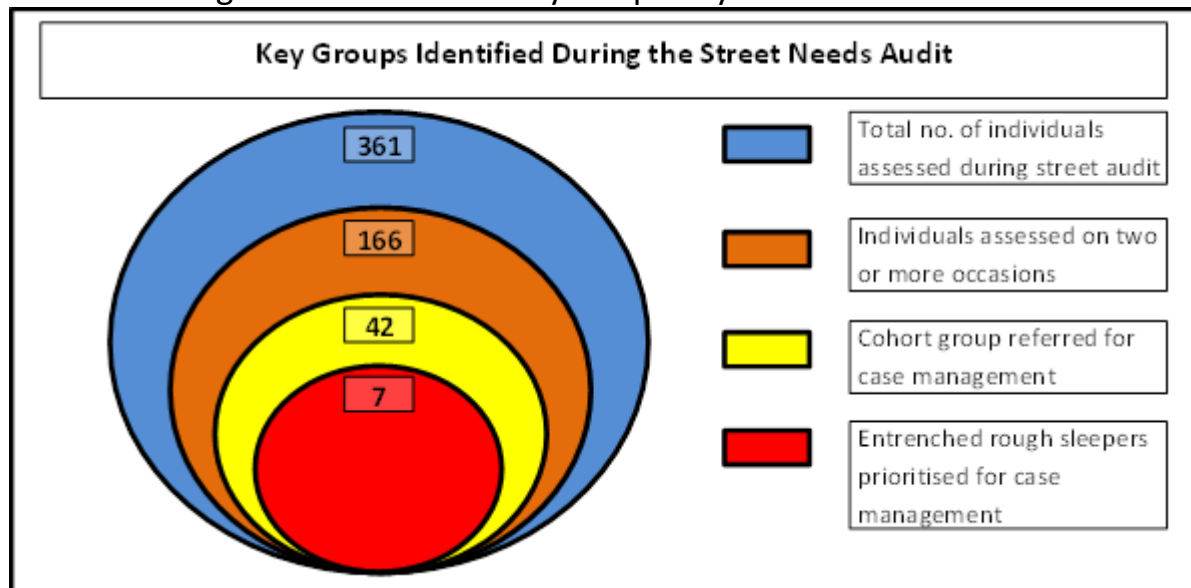


## 4.0 Summary of Findings

### 4.1 Levels of Street Activity

During the 84 day period of the Street Audit, 361 different individuals were observed engaging in some sort of street activity on one or more occasions. There were three distinct categories of individual that emerged from the Audit in terms of the frequency with which they were observed, as summarised in the chart below.

Chart 1 - Categories of Individuals by Frequency of Observation



Of the 166 individuals assessed on two or more occasions, 42 of these were observed more than once per week. Of these 42 individuals 7 were assessed multiple times each week.

Individuals encountered during the Street Audit received an assessment to establish whether they had a support plan in place. The group of 42 individuals that were assessed on average more than once per week represent the focus of the audit and form the cohort group as referred to section 4.3. This group were referred for case management to NIHE's Housing Solutions Team, with the most entrenched 7 individuals being prioritised.

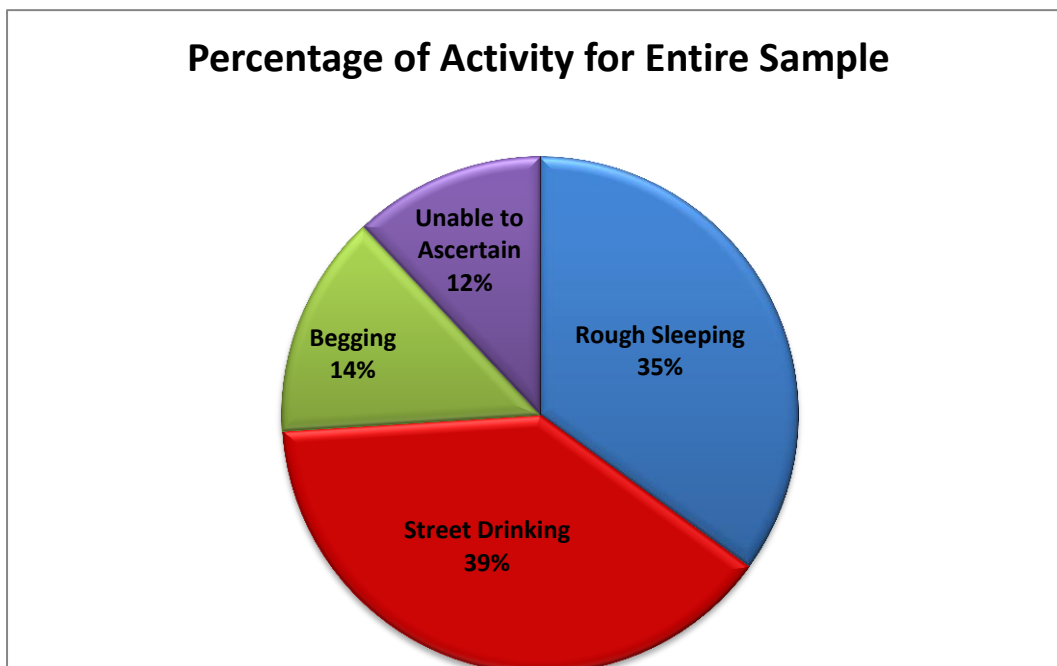
At the end of each day the Street Audit Team recorded the number of individuals who had been recorded as actually sleeping rough. This number ranged from 0 to 19. The average number of rough sleepers per night was 6. The lower quartile was 4 and the upper quartile was 8. In all cases clients were offered advice and assistance.

## **4.2 Analysis of Total Sample**

### **4.2.1 Types of Activity and Location**

The three main types of street activity of the entire sample of 361 individuals observed were rough sleeping (35%), street drinking (39%) and begging (14%). The majority of those found begging were also observed engaged in street drinking activity. The Street Audit Team were unable to determine the activity on a number of occasions (12%).

Fig 1 – Types of Street Activity



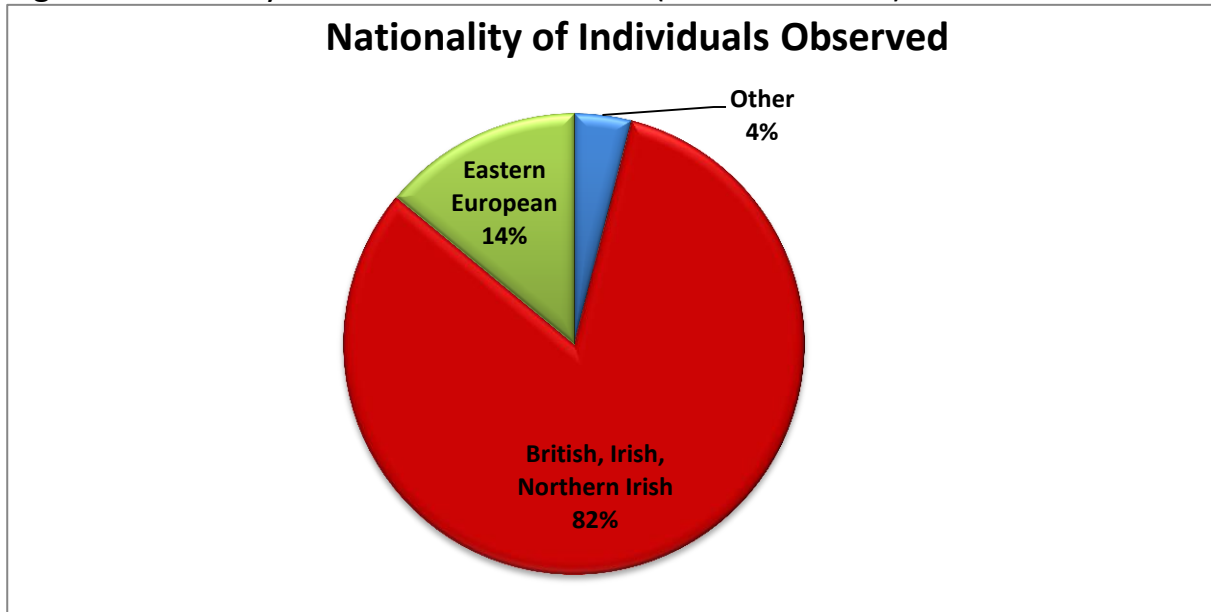
### **4.2.2 Location of Activity**

The majority (78%) of activity observed took place in and around the city centre. The most common areas associated with street activity were Donegal Place, Royal Avenue and High Street.

### **4.2.3 Nationality**

235 of the 361 individuals observed during the course of the Street Needs Audit self-described their nationality as depicted in fig 2 below. The majority (82%) described themselves as either British, Irish or Northern Irish. 14% were of Eastern European origin. Those in the 'Other' category (4%) included individuals from African and Middle Eastern countries.

Fig 2 – Nationality of Individuals Observed (235 individuals)



#### 4.2.4 Age and Gender

- 85% of individuals were male and 15% were female.

Of the 361 individuals encountered during the Audit 211 were willing to divulge their age

- The average age was 36 years old
- 20% were 25 years old or younger

Table 2 - Age Range of Individuals (211 individuals)

Age Range	No. of Individuals
25 years & under	42
26 - 35 years	69
36 - 45 years	53
46 - 55 years	32
56 - 65 years	13
Over 65	2

### **4.3 Analysis of 42 individuals observed frequently (more than once a week)**

A cohort group emerged of 42 individuals who were observed engaging in street activity more than once per week on average during the course of the Street Audit. This group alone made up almost 50% of the total contacts in the Audit and were

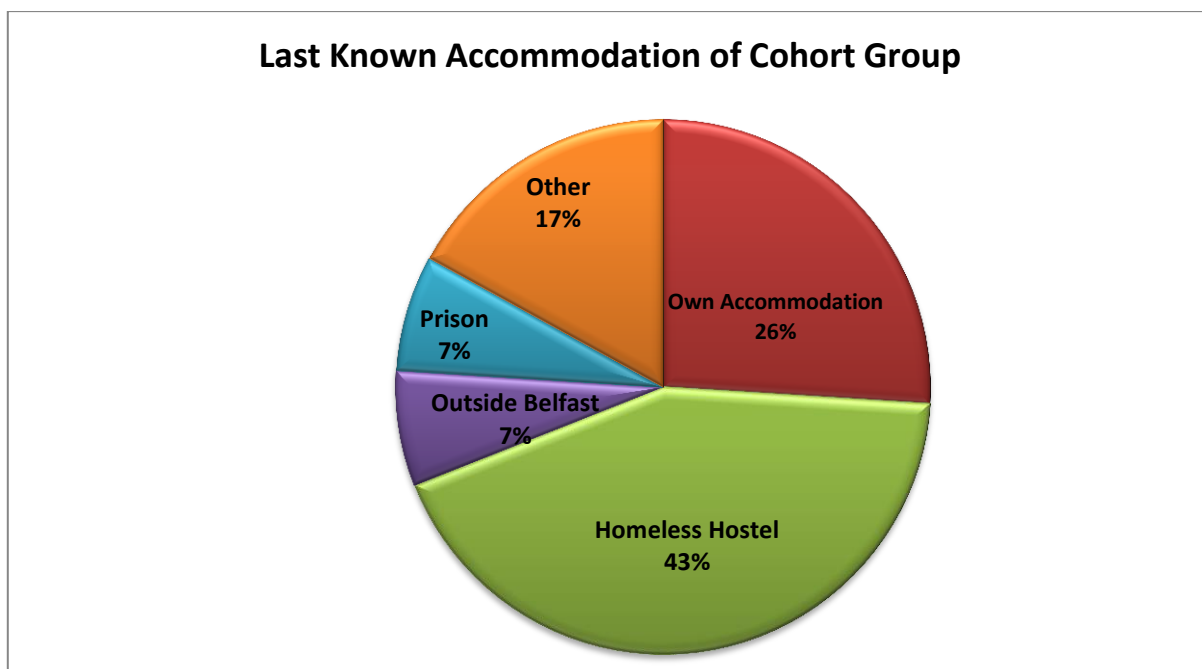
described as either 'frequent' (more than 12 contacts) or to be 'entrenched' (more than 24 in total and more than 12 after 1am).

This group made up the highest proportion of individuals observed sleeping rough in the city centre during the 84 day street audit, with the frequency of individual night contacts of this group ranging from 10 to 45.

#### 4.3.1 Last Known Accommodation

For the majority, 43% of the 42, the last known accommodation was a homeless hostel followed by 26% who indicated that their last accommodation was their own home, with further 7 % in this cohort having come from prison.

Fig 3 - Last Known Accommodation of Entrenched Group (42)



#### 4.3.2 Case Management

A series of actions have been taken to address the needs of this cohort. These include the Housing Solutions Team initiating case management for each of the entrenched group in the first instance and involving service providers in meeting their identified needs. This active case management approach involves the development of relationships with the range of community, outreach and accommodation based support services and frontline statutory services to share intelligence and agree interventions to meet the needs of individuals.

Many of the people identified as engaging in street activity by the Street Needs Audit team were characterised by chaotic lifestyles and poor health and well-being and proved difficult to engage with and resistant to offers of assistance. For example, one of this entrenched group (described in the case study below) had recorded contacts with the Street Needs Audit team in excess of 35 times during the course of the audit and persistently refused to accept offers of help or assistance. These entrenched individuals were more likely to require an emergency services response than to try to access crisis beds or other services.

#### Case Study

Jack is a 22 year old man observed by the Street Audit Team to be sleeping rough on 35 occasions during the course of the Audit.

He has poor mental health with borderline personality disorder, moderate learning disability and a history of suicide attempts. At the time of the Street Needs Audit he was alcohol and drug dependent. Jack is also known to A&E, PSNI and Criminal Justice system and has had multiple hostel exclusions related to chaotic behaviour and has persistently disengaged with support, health and accommodation services.

Following targeted support to engage by the Street Needs Audit Team, an active case management approach was agreed with Jack and a range of agencies. What Jack wanted was a bed in a wet hostel to help with his alcohol addiction. When a suitable bed became available Jack moved into the Stella Maris hostel, managed by Depaul.

Jack is now being supported to keep to his alcohol management plan and is off drugs. With tailored support and encouragement from his key worker at the hostel there has been a noticeable improvement in his diet and he regularly joins in hostel social activities. He is now registered with a G.P and social security benefits have been reinstated.

He has re-engaged with family, visiting his mother for the first time in months and Jack has also started to patch up differences with his father.

He has not slept rough since getting a bed in Stella Maris.

The case study above highlights some of the barriers faced by these individuals as a result of their complex needs and illustrates how changes in operational delivery and improved interagency working can foster successful solutions and have a positive impact on the lives of some of the most entrenched.

#### 4.3.3 Barriers to Accessing Services

From the perspective of the individuals identified the main barriers to accessing services identified through Audit and case studies were;

- Problems with other residents, including drug and alcohol use, violence, theft, bullying, noise and arguments and feeling unsafe.
- Substance users making it difficult for the individuals identified to tackle their own substance misuse problems.
- Overcrowding, a lack of bed space, and sharing rooms or limited facilities with others were identified as problems, and
- Rules, in particular around curfews, that were considered unnecessarily restrictive.

From the perspective of the organisations that carried out the 12 week Street Needs Audit (Welcome Organisation and Depaul) the main reasons for the individuals identified not accessing crisis accommodation were:

- Lack of available crisis beds.
- Exclusion as a result of previous challenging behaviour, fighting, criminal history.
- Exclusion due to access criteria – e.g. Presenting as inebriated.
- Affordability (linked to addiction) and/or previous service charge arrears.

#### **4.4 Conclusion**

The Street Audit has highlighted that in addition to the entrenched group who require case management from a housing perspective, there was a larger group observed that were engaged primarily in begging and also street drinking activities less frequently during the Audit period and there are concerns at the visibility of this group. A multi-agency approach is required to address this issue.

## **5.0 Recommendations and Implementation**

The Street Needs Audit achieved the specific objectives agreed at the outset both in relation to the level of engagement with the client group during the audit period, and in the development of partnership working between the providers in the sector, the NIHE Housing Solutions and the Supporting People team.

This section sets out the key recommendations, and suggests an approach to implementing change which should be progressed by a multi-agency steering group.

### **5.1 Realigning Services**

In relation to the broader aim of informing the commissioning planning process for services for the client group in Belfast (primarily in relation to crisis response services), the findings support the need for further realignment of services both in terms of customer service through case management and partnership working and through addressing the capacity and flexibility of crisis services.

The success of the service continuum is contingent on all its aspects working effectively. An improved crisis response on its own should be seen as a step towards this and whilst further development is required for the medium to long term aspects of the continuum, the level of need for such provision in Belfast is outside of the scope of this exercise.

The learning from the Street Audit indicates that efforts must be focused on the degree of entrenchment and to tailor the best approach in meeting the needs of these individuals. The change in approach to those in housing crisis by the NIHE, coupled with the realignment of existing services alongside development of innovative approaches for those at risk from street drinking and rough sleeping, will enable people to make a choice about their longer term housing arrangements and be supported to do so. In this way good outcomes for this group are more likely to be achieved and sustained. These approaches should be coordinated in order to maximise existing services.

While measures can be put in place to improve thresholds, levels of tolerance and the support models provided in homelessness hostels in line with the service continuum, peer led street drinking will continue to be a significant barrier to addressing the housing, support and health needs of individuals engaged in chronic street drinking.

Preventing new people coming on to the street becoming entrenched will require providing a single offer of a bed to facilitate assessment of their needs in a location away from the streets.

## 5.2 Develop an approach to Street Begging

During the Street Needs Audit, it was identified that 14% of the individuals identified were observed begging during the night were doing so to support street drinking activity.

There is strong anecdotal evidence from the Street Audit Team to suggest that there is a different cohort of people begging during the day who are not sleeping rough overnight. This group will require further investigation and a different approach.

## 5.3 Information Sharing

Intelligence gathered during the course of the Street Audit provides a baseline of the number of individuals engaged in street drinking and rough sleeping and this will facilitate future comparative analysis by the NIHE. At an operational level, there were a number of case examples which indicated that improved information sharing would have resulted in a more timely and effective outcome for the individual.

A key recommendation therefore is that an information sharing protocols are agreed between agencies to ensure that organisations working with those at risk from rough sleeping have access to relevant and appropriate information.

## 5.4 Implementation

The suggested implementation activities are summarised in the table below and should be used as a guide to form the basis of a planned approach to next steps. This should be agreed with all stakeholders and overseen through a multi-agency approach.



Table 3 - Proposed Implementation Plan

Recommendations	Activity	Lead Stakeholders	Outputs Required	Suggested Timeframe
1 a)	<ul style="list-style-type: none"> <li>Implement case management approach for rough sleepers</li> </ul>	<b>Lead - NIHE,</b> Providers and Statutory Agencies	Case management plans in place for individuals identified Operational guidelines agreed between stakeholders	Immediate and Ongoing
1 b)	<ul style="list-style-type: none"> <li>Realignment of services including the review of capacity and the responsiveness to meeting client needs.</li> </ul>	<b>Lead - NIHE,</b> Providers, Statutory Agencies	Review of existing Service Models in line with intelligence from case management.	31 December 2016
2	Develop and coordinate approach to address begging and street drinking	<b>Lead – BCC (Belfast Policing and Community Safety Partnership)</b> PSNI, BCCM	Street management strategy. Public awareness initiative	31 March 2016
3	Intelligence management and information sharing	<b>Lead - NIHE,</b> Providers, BCCM, BCC, PSNI	Communication and Information sharing protocol.	31 March 2016 30 September 2016

## Glossary of Terms

- **Homelessness** - The NIHE has the statutory duty to provide assistance to people who are homeless but a main duty of homelessness towards those individuals who are assessed as eligible for assistance because they are in 'priority need' groups and are assessed as unintentionally homeless.
- **Entrenched rough sleepers** - Individuals who have a long history of sleeping rough. These individuals are difficult to engage and do not respond to traditional services, reject offers of assistance and continuously return to the street. These individuals may also have complex support needs including addiction and mental health issues.
- **Housing First** - A model of intervention for complex and chaotic people that assists the individual to access permanent accommodation and to sustain that arrangement with bespoke support interventions.
- **Rough Sleeper** - For the purposes of this audit a rough sleeper was defined as someone who has bedded down or about to bed down (e.g. sitting or standing near their bedding but not actually lying down).
- **Street Drinker** - For the purposes of the audit the definition of a street drinker was someone who regularly drinks alcohol, or is drunk in public places, and their behaviour significantly raises the risk of engaging in antisocial or offending activity, harm to themselves or others, drawing other vulnerable people into such lifestyles and homelessness.
- **Begging** – (usually in public places) is the practice of asking / imploring others for money, food, shelter, drink or cigarettes. Begging is illegal in the UK.

**Homelessness Support Services funded by NIHE in Belfast  
Accommodation Based**

<b>Organisation Name</b>	<b>Service Name</b>	<b>Client Group Type</b>
Apex Housing Association	Springwell House	People with Alcohol Problems
Ark Housing Association	Moyard House - Ark HA	Homeless Families
Ark Housing Association	Roseville House	Homeless Families
Belfast & Lisburn Women's Aid	Belfast Refuges	Domestic Violence
Barnardo's	Annadale Avenue	Young People Leaving Care
Belfast Central Mission	Grampian Avenue	Young People Leaving Care
Choice Housing Ireland Limited	Inverary House (OD)	Single Homeless
Council for Social Witness	Grays Court	People with alcohol problems
Council for Social Witness	Thompson House bosw	Offenders
Depaul Northern Ireland	Cloverhill (Depaul Ireland)	Homeless Families
Depaul Northern Ireland	Mater Dei (Depaul Ireland)	Homeless Families
Depaul Northern Ireland	Stella Maris (Depaul Ireland)	People with Alcohol Problems
East Belfast Mission	Hosford House	Single Homeless
Extern Northern Ireland	Dismas House	Offenders
Extern Northern Ireland	Innis Centre	Offenders
Extern Northern Ireland	The Ormeau Centre	Single Homeless
First Housing Aid & Support Services	Ardmoulin (Belfast)	Homeless Families
Legion Of Mary	Regina Ceoli House	Single Homeless
Legion of Mary Morning Star	Legion of Mary Morning Star Hostel	People with Alcohol Problems
Life N.I.	Belmont Avenue	Pregnant Mothers
MACS Supporting Young People	Supported Housing (Care Leavers) Service	Young People Leaving Care
NIHE	Grainne House	Homeless Families
NIHE	Templemore House	Homeless Families
North Belfast Housing Association Ltd.	Flax Foyer	Young People at Risk
Northern Ireland Institute For The Disabled	Utility Street Men's Hostel	Single Homeless

Queens's Quarter Housing Ltd	University Area	Single Homeless
Rosemount House Ltd.	Rosemount House/ 294	People with Alcohol Problems
Simon Community	11-13 Saintfield Road - 1	Single Homeless
Simon Community	186 Cliftonpark Avenue	Single Homeless
Simon Community	242 Antrim Rd	Young People at Risk
Simon Community	3-5 Malone Road	Single Homeless
Simon Community	414 Falls Road - 1	Single Homeless
Simon Community	Conway Court	Homeless Families
The Salvation Army Trustee Company Limited	Centenary House Direct Access	Single Homeless
The Salvation Army Trustee Company Limited	Centenary House Night Shelter	Single Homeless
The Salvation Army Trustee Company Limited	Glen Alva Family Centre	Homeless Families
The Salvation Army Trustee Company Limited	Grosvenor House	Homeless Families
The Salvation Army Trustee Company Limited	Thorndale Family Centre	Homeless Families
Welcome Organisation	Annsagate Crisis	Single Homeless

## Floating Support

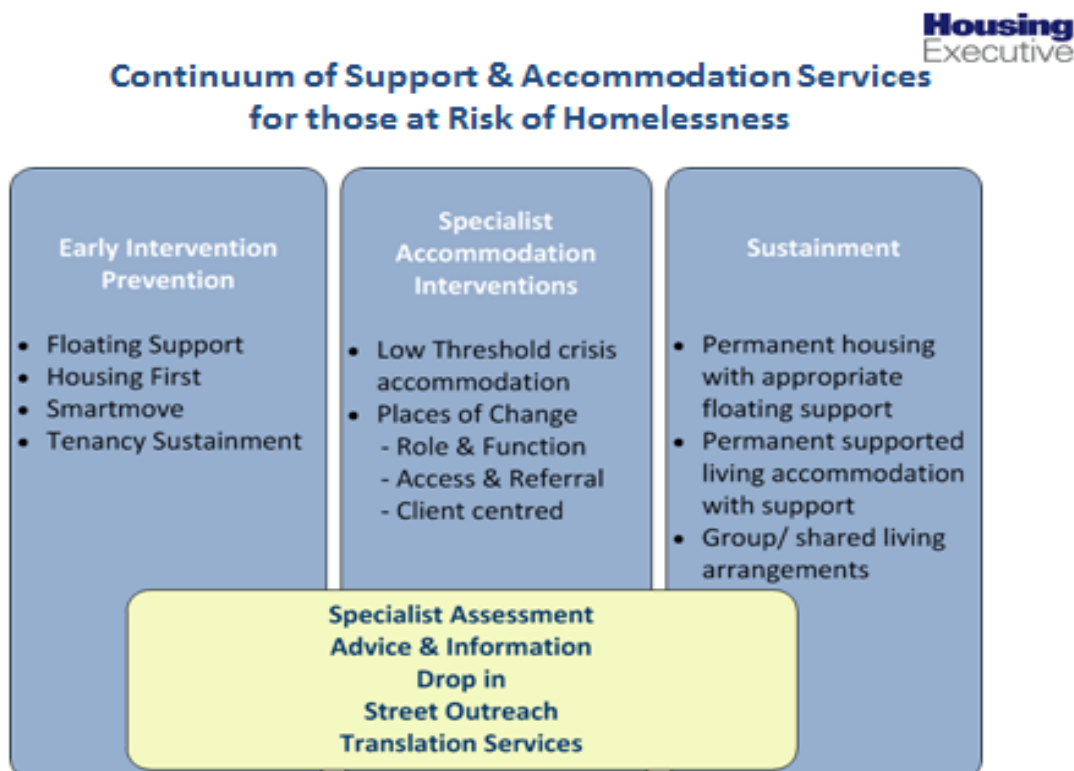
Belfast & Lisburn Women's Aid	Floating Support	Domestic Violence
Depaul Northern Ireland	DPNI Family Services Floating Support Team	Homeless Families
Depaul Northern Ireland	Housing First	People with Alcohol Problems
East Belfast Mission	Hosford House Tenancy Support Service	Single Homeless
Extern Northern Ireland	Floating Support MDH Support Team	Single Homeless
Extern Northern Ireland	Floating Support, Extern	Offenders
Homecare Independent Living	Floating Support	Single Homeless – complex needs
Life Housing Northern Ireland	Floating Support - Community Support Scheme	Teenage Parents
MACS Supporting Young People	MACS Floating Support Service - Belfast	Young People at Risk
NIACRO	A.P.A.C. (Assisting People And Communities) Project	Offenders
NIACRO	S.T.E.M. (Sustaining Tenancies Ethnic Minorities)	Race Hate Crime Prevention
Triangle Housing Association	Triangle Floating Support	People with Drug Problems

Welcome Organisation	Welcome Drop-in Floating Support	Single Homeless
First Housing Aid & Support Services	Smartmove Housing	Homeless Full Duty Applicant
First Housing Aid & Support Services	Smartmove Private Sector Access Scheme Enhanced	Homeless Full Duty Applicant
Simon Community	Floating Support	Single Homeless

## The Service Continuum

The service continuum set out below provides the framework for strategic review of homelessness services funded by the NIHE.

Figure 1 – The Service Continuum



### A. Low threshold crisis accommodation

The primary objectives of the services within this group will be to provide emergency short term accommodation and assistance to prevent vulnerable individuals from rough sleeping and experiencing homelessness. This group of services will work jointly with Housing Solutions case managers and with other specialist service providers to ensure that those with complex needs including those with addiction and mental health issues prone to street activity do not become trapped within the "revolving door" of homelessness.

The aim of low threshold services is to-

- Prevent homelessness including rough sleeping and repeat homelessness
- Provide fair access to and fair exit from services including active minimisation of exclusions
- Provide flexible services responsive to the needs of the target population
- Promote a housing led approach in accessing more stable accommodation
- Reduce the use of inappropriate temporary accommodation
- Provide better access to health care
- Reduce crisis admissions to hospital
- Improve the safety and security of customers

## **B. 'Places of Change' Group**

The primary objective of this group of services will be to provide medium term responsive service delivery models that:

- engage clients in meaningful activities including provision of volunteering opportunities, employment, education or training and within the community
- build on client strengths to cultivate and encourage independence including recognition and management of risk
- are tolerant services which strive to address the needs of complex clients and reduce exclusions
- seek to deliver a housing led ethos in supporting clients to achieve a home of their own and with access to appropriate support services
- are delivered by well-trained and supervised staff who are motivated and empathetic to the needs of those who use the service
- involve clients in the development of services and
- provide a high quality physical environment

## **C. Critical Pathways**

The continuum of services offered will be sufficiently flexible in order to facilitate progression toward independence and/or longer term supported arrangements but with the capacity to respond to those who may fall back into crisis. The critical housing pathways into and out of essential services will seek to maximise the impact of existing provision.

The development of pathways monitoring and the focus on access arrangements, length of stay and implementation of Housing options will improve the alignment of housing support services in making best use of both.

**Steering Group**

**Louise Clarke (NIHE) Chair**

**Brian O’Kane (NIHE)**

**Des Marley (NIHE)**

**Liam O’Hanlon (NIHE)**

**Colin McCloy (NIHE)**

**Tracey McCullough (NIHE)**

**David Mayne (NIHE)**

**Sandra Moore (Welcome Organisation)**

**Kerry Anthony (Depaul)**

**Deirdre Canavan (Depaul)**

**Deborah Worthington (Depaul)**

**Pamela Clark (Depaul)**

**Andrew Irvine (Belfast City Centre Management)**



Street Audit Response Flow Chart

