Ending Homelessness Together

Homeless To **Home**

Strategic Action Plan for Temporary Accommodation 2022-27

Year 2 Actions







Year 2

This document sets out the Year 2 actions of the Housing Executive's Strategic Action Plan for Temporary Accommodation 2022-27. These actions should be read together with the original Action Plan, which is available to view on the Housing Executive website.

Several of the actions included for Year 2 are multi-year. Others carry forward from Year 1 due to the challenging funding context and significant pressures associated with the sustained, high demand for temporary accommodation. Some actions have been paused to prioritise those that will have a greater overall impact and will be considered as actions for subsequent years.

We operate within a dynamic environment marked by constant change. As noted in the original Action Plan, an iterative approach is required so that how we work to transform our temporary accommodation responses can evolve based on experiential evidence and emerging pressures and priorities. In collaboration with our partners in the sector, we will continue to review the influencing factors affecting the homelessness system and respond accordingly, as we focus on meeting the needs of our customers.





MINIMISED NEED FOR TEMPORARY ACCOMMODATION

Indicators of Success

Homelessness prevented

Minimised households entering homelessness

Evidence that targeted prevention initiatives have achieved positive outcomes

All partner agencies working to prevent homelessness

Improved societal awareness of homelessness

Tenancies sustained

Improved rate of tenancy sustainment across tenures

Reduction in rate of repeat homelessness

Widespread availability of support to tenants in need

Rapid rehousing

Culture of rapid rehousing by default embedded

Expansion of Housing First and Housing Led responses

Total length of stay in temporary accommodation reduced (cumulative customer experience)

Investment in alternatives to temporary accommodation

Optimised move on from temporary accommodation through: Access to PRS Sharing models Community hosting

Flexibility to 'flip' temporary accommodation to permanent tenancies

Reconfiguration of some long term intensively supported accommodation to settled long term accommodation

Year 2 Actions

Target homelessness prevention initiatives to those at most risk and prioritise funding to projects most strategically aligned.

Work with health and social care partners to develop and deliver mental health and addiction support initiatives aimed at homelessness prevention.

Increase engagement with housing associations and other key stakeholders to raise awareness, improve understanding and maximise their potential to better meet the needs of households experiencing homelessness.

Reactive Proactive Prevention Crisis Sustainment Rapid rehousing

CUSTOMER RECEIVES APPROPRIATE ACCOMMODATION AND SUPPORT AT THE POINT OF NEED

Indicators of Success

Understanding needs

Support needs captured on ongoing basis

Routine application of a 'common assessment framework' to match needs to services

Effective housing & support planning (at individual and strategic levels)

Effective case management

Reduced mismatch between customer needs and current accommodation/support

Collaborative case management processes embedded

Staff are knowledgeable and fully trained

Effective and efficient systems for sharing information

Flexible support models

Tailored to needs

Value for money

Multi-disciplinary

Accessible by individuals regardless of accommodation

Outcomes focused

Flexible accommodation options

Continuum of options available to meet needs

Value for money

Range of contractual options for private sector provision

Optimal use of social housing

Test & learn approach normalised

'Evervone in'

Reduced usage of hotel/B&B accommodation

Crises prevented where possible to negate need

Stays in hotel/B&B as short as necessary

No children placed in hotel/B&B

Alternative models of emergency/crisis accommodation available

Year 2 Actions

Continue to embed Common Assessment Framework as the main tool to assess and record needs on an ongoing basis and work with the homelessness sector to further refine understanding and terminology in relation to customer support needs.

Maximise the capacity of temporary accommodation portfolio by ensuring effective case management and void management practices; review and develop routine reporting of occupancy across temporary accommodation types.

Continue the redesign of Housing Executive-owned temporary accommodation. Keep number of units under review based on the level of supply and demand.

Increase provision of dispersed self-contained accommodation units with wraparound support as required.

Conduct 'emergency accommodation for families' pilot and use findings to take forward longer term response to ensure children are not housed in hotel/B&Bs, as applicable.

Continue roll out of Shared Tenancies for young people.

Test new models of emergency accommodation for young people to cater for the full continuum of support needs, subject to funding availability.



A SUSTAINABLE SUPPLY OF GOOD QUALITY, AFFORDABLE TEMPORARY ACCOMMODATION WHICH IS SAFE, WARM AND WELL-MANAGED

Indicators of Success

Sustainable supply

Strategic partnerships in place with a range of accommodation providers

A combination of short and long term leasing agreements in place with providers

Safeguarded supply

Affordable and value for money

Assured quality standards

Flexibility to match provision to identified need

Physical standards

Safe and secure

Accessible by those with disabilities

Clean

Warm

Psychologically informed environments

Adequate access to cooking facilities

Adequate access to washing facilities

Adequate provision of furniture and household items

Suitability standards

Affordable

Accommodation is of appropriate size and type to meet households' needs

Located within reasonable distance of transport links, workplace, schools/ colleges access to services

Increased provision of self-contained accommodation

No shared rooms

Congregate settings are small scale specialist services

Service standards

Flexible and person-centred

Value for money

Psychologically informed services

Conditions of occupancy clearly communicated

Appropriate levels of staff who are well trained and knowledgeable

Repairs and housing management issues resolved in timely manner

Year 2 Actions

Enhance existing and develop additional strategic partnerships with a range of accommodation providers to deliver a sustainable supply of temporary accommodation to match identified need.

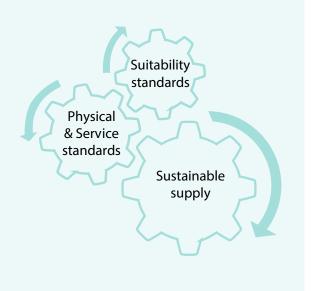
Introduce new contractual arrangements for private sector temporary accommodation, such as short and long-term leasing models. Ideally a range of options will allow us to balance risk and flexibility.

Continue to explore potential for Housing Executive to purchase properties for temporary accommodation.

Commission work with customers and providers to agree a temporary accommodation standards framework for Northern Ireland. This should include physical standards, suitability standards and service standards for all types of temporary accommodation.

Progress the reconfiguration of accommodation based services with shared rooms.

Work with providers and Supporting People on a remodeling programme for large scale congregate hostels.



CUSTOMERS MOVING ON FROM TEMPORARY ACCOMMODATION SUSTAIN THEIR TENANCIES

Indicators of Success

Enabled customers

Reduced levels of repeat homelessness

Customers with skills for independent living

Continued availability of support as required in long term housing

Enabled staff

Flexible, empowered and responsive staff

Knowledgeable and well trained frontline staff

Staff apply psychologically informed approaches

Enabled communities

Widespread availability of community based supports

Expansion of community volunteering programmes

Local ownership of outcomes within local action plans to end homelessness

Year 2 Actions

Continue to test and develop flexible support models both within temporary accommodation and once customer has moved to their permanent housing option.

Continue to build Housing First services across Northern Ireland, including via the offer of Housing Executive Housing First tenancies

Support projects which build community capacity to prevent homelessness and sustain tenancies, and help to promote community volunteering programmes aimed at supporting independent living and tenancy sustainment.





Customer

We will ensure our customers' voices are at the heart of decision making

We will use innovative methods to engage stakeholders to co-design and co-deliver

We will make it as easy as possible for customers to interact with us

Funding

We will plan and innovate to make best use of funding

We will be open and transparent about how money is spent

We will prioritise and target funding to where it will make the most impact

We will deliver on agreed outcomes

Staff

We will promote a culture of empowerment, ownership and trust

We will ensure staff are rewarded and recognised for achievements

We will provide excellent training and development opportunities

We will effectively communicate with staff at all levels across the sector

Technology

We will use digital solutions to develop and deliver innovative and flexible services and processes

We will ensure services are delivered efficiently

We will make evidence based decisions, supported by analysis of data and trends

We will protect customer data

Process

We will develop outcomes focused processes

We will develop effective case management and commissioning processes

We will ensure good governance

We will ensure efficient use of resources

Collaboration

We will improve how we work collaboratively to deliver for our customers

We will improve and develop services together

We will share resources

We will work together to ensure value for money

Year 2 Actions

Ensure customer voices are at the heart of service design and delivery through a Lived Experience programme.

Ensure effective commissioning structures are in place to prioritise funding.

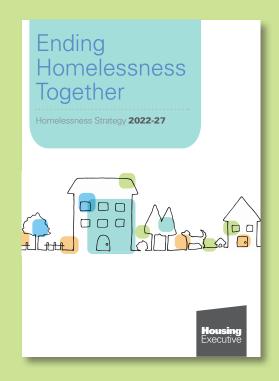
Explore options to deliver a rolling training programme for staff across the sector to equip staff to deliver psychologically informed responses.

Continue to develop specification for digital solutions to support implementation of the common assessment framework, provision of bed availability information, producing meaningful measures and data analysis. Routinely communicate performance, budgetary, and trend information to stakeholders in user-friendly formats.

Commission research to understand the impact of homelessness and temporary accommodation stays on children.

Build upon the collaborative co-location of services and case management approach developed through projects such as the Belfast Complex Lives project.





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