



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD –
31 OCTOBER 2017

REPORT ON: NOT JUST A ROOF: HOUSING OPTIONS AND HOMELESSNESS
STRATEGIC PLAN (2017-2020)

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB48-2017

1.0 PURPOSE OF REPORT

This report provides information about Not Just a Roof: Housing Options and Homeless Strategic Plan 2017-2020 (the Plan).

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

- 2.1 Notes the content of this report and in particular the collaborative approach to developing this Plan as detailed in section 4.1.1;
- 2.2 Approves Not Just A Roof: Housing Options and Homelessness Strategic Plan (attached as Appendix 1);

3.0 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications as a result of this report. This Plan will be delivered within current resources available to Dundee Health and Social Care Partnership and Neighbourhood Services.

4.0 MAIN TEXT

4.1 Background to the Housing Options and Homelessness Strategic Plan

- 4.1.1 In Dundee, we have adopted an integrated, collaborative and whole systems approach to the prevention and response to homelessness through our local Partnership. The Partnership included local providers of homeless services in developing the Strategy. The Partnership sought to use the lived expertise of people who were homeless to shape and develop the strategic intentions and focus not only on the support of those who are homeless but extend our ambitions to support people to avoid homelessness. Our aim through this approach is to improve the experience, opportunities and outcomes of people who experience homelessness.
- 4.1.2 To ensure we maintain this focus, the Housing Options and Homelessness Strategic Planning Partnership (the Partnership) has produced this Strategic Plan (the Plan). This Plan builds upon the previous Homelessness Strategy and was developed through listening to the views and experiences of people with lived experience of homelessness and our key stakeholders.

4.1.3 It sets out the approach and actions by which the Partnership will deliver on our vision and outcomes and establishes the strategic direction for the Dundee Housing Options and Homelessness Strategic Planning Partnership for the next five years.

4.1.4 The Plan was endorsed by Dundee City Council Neighbourhood Services Committee held on 21 August 2017 (report number 116-2017).

4.2 Vision, Strategic Outcomes and Model

4.2.1 In Dundee, our vision is that Citizens of Dundee will be able to live a fulfilled life in their own home or homely setting. If people do become homeless, they will be able to access quality information, advice and support which will enable them to live a fulfilled life and gain and maintain their own home.

4.2.2 To achieve this ambition we have developed three strategic outcomes based on consultation and engagement with people with lived experience and stakeholders within Dundee. These three strategic outcomes are:

- I Can Live A Fulfilled Life, Independently In My Home Or A Homely Setting - People who are at risk of homelessness will say that they are able to live a fulfilled life and live independently in their home or homely setting where this is appropriate to their personal circumstances.
- I Have Had A Positive Experience - People who are homeless will say that supports and services are easy to access, of high quality and well co-ordinated and through this they can gain settled accommodation.
- I Can Live A Fulfilled And Healthy Life - People who are homeless will say that they have achieved the outcomes that matter to them and they are able to live an independent, fulfilled and healthy life in settled accommodation.

4.2.3 Our model to achieve the three strategic outcomes and statutory duties is summarized below:

- Embedding person centred and inclusive practice through developing our workforce, organisations, strategic planning and guidance.
- Enabling a decisive shift towards prevention, early intervention through building community capacity, social and digital inclusion and on existing approaches such as Getting it Right for Every Child (GIRFEC), Housing Options and the Lead Professionals model.
- Reducing health inequalities, by ensuring that health checks and specialist health advice and support are easily accessible to people who experience homelessness and through these checks individual's health and wellbeing is promoted.
- Developing integrated models of locality based and personalised assessment and support which enable people, particularly those who have a complexity of personal circumstances, to gain or maintain their home and live a fulfilled life.
- Responding to impact of UK Government's welfare reforms and unemployment on individuals and families incomes and link of this to increased risk of homelessness.

4.3 Implementation of Strategic Plan

4.3.1 Implementation of the Strategic Plan will be overseen by the Homelessness and Housing Options Strategic Planning Partnership. A performance and budget report,

as articulated in the Strategic Plan, will be provided on an annual basis to demonstrate impact of the Plan on citizens of Dundee.

4.3.2 As a Partnership, we will prioritise investment in projects and supports which enable our strategic outcomes, statutory duties and model of delivery to be realised and embedded in our redesign and development of integrated services.

4.3.3 The Strategic Plan, if approved, will be launched during December 2017 and be supported through a series of communications thereafter.

4.3.4 The Strategic Plan will also form the basis of our 2nd Annual event planned for March 2018. The Annual Events have been a way of generating awareness and collaboration in supporting people experiencing homelessness in Dundee.

4.4 Costs Associated with the Implementation of the Strategic Plan

4.4.1 The Strategic Plan will be delivered within current resources. To maximise use of resources to support people experiencing homelessness, an integrated budget statement has been developed. The budget includes:

- Short term funding from Dundee Health and Social Care Partnership Integrated Care Fund, to pilot a Youth Housing Options Project.
- Funding from Dundee Health and Social Care Partnership used to commission third sector providers to provide support to people experiencing homelessness across Dundee, including temporary accommodation and housing support.
- Funding from Dundee Health and Social Care Partnership used to provide health checks and advice and a social work assessment.
- Funding from Dundee City Council Neighbourhood Services used to provide support to people experiencing homelessness across Dundee, including temporary accommodation, housing support and housing options assessment.

4.4.2 As a Partnership we will prioritise investment in projects and supports which enable our strategic outcomes, statutory duties and model of delivery to be realised. Through this approach we will ensure that Plan meets its objectives and is delivered within resources available to the Partnership and Neighbourhood Services.

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and Risk Management. There are no major issues.

6.0 RISK ASSESSMENT

6.1 The strategic plan establishes a strategic direction for the future development of supports to people who are at risk of homelessness or who are homeless to improve outcomes for citizens of Dundee and improve efficiency of service delivery. A performance and budget report, as articulated in the Strategic Plan, will be provided on a regular basis to demonstrate impact of the Plan and an assurance that the Plan is delivered within resources available to the Partnership and Neighbourhood Services.

6.2 Each project developed through the implementation of the Plan will receive a financial risk assessment so that risks in relation to need for additional funding and sustainability and efficacy are considered and inform decision making. It is anticipated that this approach will mitigate financial risk that additional funding is required in order to support implementation of the Strategic Plan.

6.3 Risk Description – There is a risk that additional funding will be required to implement the Strategic Plan.

Inherent Risk – 3 x 3 (Moderate x Possible) = 9
Current Risk – 3 x 2 (Moderate x Unlikely) = 6
Planned Risk – 3 x 2 (Moderate x Unlikely) = 6

*Risk Scoring (Impact x Likelihood)

Note: We use a risk level scoring of 1 – 25
(1 being the lowest Score and 25 being the highest score)

Given the risk mitigation actions in place, the risk is deemed to be manageable.

7.0 CONSULTATIONS

7.1 The Chief Finance Officer and the Clerk were consulted in the preparation of this report.

8.0 BACKGROUND PAPER

None.

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Chief Officer

DATE: 9 October 2017

Alexis Chappell
Locality Manager

NOT JUST A ROOF!



HOUSING OPTIONS AND HOMELESSNESS STRATEGIC PLAN (2016 – 2021)

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One Page Summary

<p>Where Do We Want to Be</p>	<p><i>Citizens of Dundee will be able to live a fulfilled life in their own home or homely setting. If people do become homeless, they will be able to access quality information, advice, accommodation and support which will enable them to live a fulfilled life and gain and maintain their own home.</i></p>		
<p>What Will Change Look Like</p>	<p>Homelessness will be prevented where appropriate.</p>	<p>People who are homeless are able to easily access high quality and well-coordinated supports which enable them to gain and maintain settled accommodation.</p>	<p>People experiencing homelessness will be able to live an independent, fulfilled and healthy life in settled accommodation.</p>
<p>What Will We Do?</p>	<p>Develop supports and opportunities so that:</p> <p>Individuals Can Access Locally Based Income Maximisation Advice.</p> <p>Individuals Can Access Locally Based Support to Prevent Homelessness.</p> <p>Young People and Families with Children Are Prevented From Becoming Homeless</p> <p>Our workforce has Guidance and a Framework for Preventing Homelessness and Promoting Positive Outcomes.</p> <p>Prevention of Homelessness is Promoted.</p>	<p>Develop supports and opportunities so that:</p> <p>Individuals Will Be Able To Easily Access Advice and Support.</p> <p>Individuals Can Access Quality Temporary Accommodation and Supports.</p> <p>Individuals Feel That Services Are Well Coordinated and Joined Up.</p> <p>Individuals Can Actively Participate in Shaping Services.</p> <p>Our Workforce Are Able to Prevent and Respond to Homelessness.</p>	<p>Develop supports and opportunities so that:</p> <p>Individuals Can Live Independently.</p> <p>Individuals Can Look After and Improve Their Own Health And Wellbeing.</p> <p>Individuals Can Achieve Their Personal Outcomes and Improve Quality of Their Life.</p> <p>As a Partnership, We Continuously Improve Our Response to Homelessness.</p>
<p>What Will Citizens Say and What Will Our Performance Tell Us That Shows We Have Made A Difference?</p>	<p>I feel supported to live independently in my home or a homely setting.</p> <p>Rate of homeless applications.</p> <p>Rate of homeless applications for families with children.</p> <p>Rate of homeless applications for young people</p> <p>Number of prevention approaches completed.</p>	<p>I feel that services are well coordinated</p> <p>I have had a positive experience of services designed to support me.</p> <p>I feel listened to and respected.</p> <p>I have had a say in developing supports which will enable me to achieve my outcomes.</p> <p>Regulated supports and accommodation have received a Care Inspectorate grade of 5 or more.</p>	<p>I feel that I have achieved the outcomes I want to achieve.</p> <p>I am able to access a range of local networks and peer supports.</p> <p>I feel well and healthy</p> <p>I am able to look after and improve my own health and wellbeing.</p> <p>I feel support or services helped me to improve the quality of my life.</p>

Introduction

“The Joint Strategic Commissioning Statement for Homelessness, what does that mean? There is too much jargon around. Services need to make it simple for homeless people to understand about what is being planned for them, so they can feel part of developing their services. I remember being homeless and feeling frustrated when I was passed from service to service at a time in my life when I just wanted to go to one place or have one person that could support me when I could not do things for myself.”

Ed Mitchell: Share Radio Presenter (former ITN and International Newsreader (1990s to 2000))



Further information on Ed can be accessed at the following site:

<https://www.shareradio.co.uk/about/team/presenters/ed-mitchell/>

Ed was the key note speaker at our Homelessness Event held in the Steeple Church, Dundee (June 2015). This statement from him has been used as the main scene setter for this plan. It has not just been Ed who has said that services need to be easier to access, many people have commented about their experiences of feeling helpless when faced with homelessness due to some form of crisis in their life. They have suggested that it would help if one person took an overview of them out of their crisis and helped them navigate their way through the maze of services that are in place to support people who become homeless.

In developing this Plan, people with lived experience of homelessness said that they wanted to feel listened to, respected and not to have to tell their story over and over again. We know through our analysis of our local situation that we need to make a strategic shift and invest more in preventing homelessness happening in the first place. Other priority areas include: reducing homelessness happening repeatedly for people and, ensuring that Dundee has a wide range of supports that can be accessed easily by people no matter what locality the person is from.

As homelessness can affect people of all ages and circumstances, in Dundee we have brought together the key priorities and resources from Health and Social Care, Children and Families and Neighbourhood Services so that we adopt an integrated, collaborative and whole systems approach to the prevention and response to homelessness.

To ensure we maintain this focus, the Dundee Homeless and Housing Options Strategic Planning Partnership (the Partnership) has produced this Strategic Plan (the Plan). This Plan builds upon the previous Homelessness Strategy and was developed through listening to the views and experiences of people with lived experience of homelessness and our key stakeholders.

The Plan sets out the approach and actions by which the Partnership will deliver on our vision and outcomes. It is for all persons in Dundee who may be at risk of homelessness or who find themselves as homeless and should be read in conjunction with the Dundee Health and Social Care Partnership Strategic Plan, Children and Families Strategic Plan, Dundee Local Outcome Improvement Plan and specific strategic plans relating to children, young adults and care groups. A Glossary of common terms which has been developed by Shelter Scotland around Homelessness and homelessness legislation has been included as a link in Appendix 1.



Our Vision

As a partnership our vision is that:

Citizens of Dundee will be able to live a fulfilled life in their own home or homely setting. If people do become homeless, they will be able to access quality information, advice, accommodation and support which will enable them to live a fulfilled life and gain and maintain their own home”.

Our vision will be demonstrated through the following strategic outcomes:

Prevention of Homelessness

- People who are at risk of homelessness will say that they have been supported to remain at home or homely setting where this is appropriate to their personal circumstances.

Positive Experiences of Supports and Services

- People who are homeless or at risk of homelessness will say that supports and services are easy to access, of high quality and well-coordinated and through this they can gain settled accommodation.

Living an Independent, Fulfilled and Healthy Life

- People who are homeless or at risk of homelessness will say that they have achieved the outcomes that matter to them and they are able to live an independent, fulfilled and healthy life in settled accommodation.

These outcomes are reflective of what local people told us. They also align with the nationally defined, Getting it Right for Every Child wellbeing outcomes ([\(SHANARRI\)](#)), the [Community Justice Authority](#), the [National Health and Wellbeing Outcomes](#), [Dundee's Health and Social Care Partnership](#) priorities and also fits with the [Dundee Local Outcome Improvement Plan](#) and [Dundee Fairness Commission Report](#). Please see Appendix 2 for a copy of the Performance and Outcomes Framework mapping the strategic outcomes.

Our Approach

The Partnership believes that everyone should be able to live with human dignity and have a good quality life. Any support provided will be based on the person's views and their individual preferences, outcomes and strengths. To support this approach, we will use Scottish Human Rights Commission [PANEL principles](#) and [FAIR approach](#).

We will provide immediate support to those in crisis. For people who are in need of support, self-directed support will be offered so that individuals can take a central role in planning the supports they receive that help them maintain their tenancy and live a healthy and fulfilled life.

We will:

- **Respect people's human rights and dignity.**
- **Listen to and involve people in decisions that affect their own well-being**
- **Provide people with choices around how they are supported.**
- **Encourage and support people to maximise their aspirations and potential and in doing so optimise their independence, life choices and health.**
- **The supports and advice people receive will be better co-ordinated, of high quality and best value.**
- **Prevent homelessness and improve equality of access to health and support services through effective partnership working while taking account of people's physical health, mental health, psychological needs, experience of trauma and other life experiences.**
- **Streamline systems and reduce duplication so that people can access the right service and information at the right time.**
- **Work with citizens and our partners to continuously improve supports and services including matching housing supply to meet identified needs.**

Harry's Story – A Focus on Prevention

Harry was referred to Dundee Youth Housing Options Service after being asked to leave home following a relationship breakdown with his parents. Harry presented as homeless weeks after his 16th birthday but agreed to stay with a family friend instead of moving in to temporary accommodation. Harry was away from home for a period of 4 weeks, over these weeks staff met with Harry and his parents to identify the issues and discuss a plan of action. Harry and his parents all agreed they would like to improve and repair their relationship with the hope of Harry returning home.

Harry and his parents engaged in a conflict resolution process to help them repair their relationship. There were occasions where conversations became somewhat heated but Harry, Mum and Dad learned ways of maintaining their patience and managing their frustration by allowing each other to talk and carefully listen to what each other had to say. It was evident that this gave each person the confidence to talk more openly about their issues and consider putting a plan of action in to place.

HARRY'S OUTCOMES

Safe - Harry moved back home 4 weeks after engaging with conflict resolution, 6months subsequent to receiving Harry's referral he still remains at home.

Nurtured - Harry said his confidence has soared since engagement of conflict resolution, he is now working and spending quality time with family and friends.

Responsible - Harry has continued to remove himself from the environment if it becomes confrontational. His relationship with Dad has improved and they spend time working together on shared hobbies.

Healthy and Active - Harry stated going for walks with his brother has helped him escape from everything that's happened to him. He feels this has been very therapeutic for him and is something he is keen to continue.

Respected and Included - Dad ended up leaving the family home due to personal reasons. When this happened, Harry admitted his relationship with Mum has improved significantly.

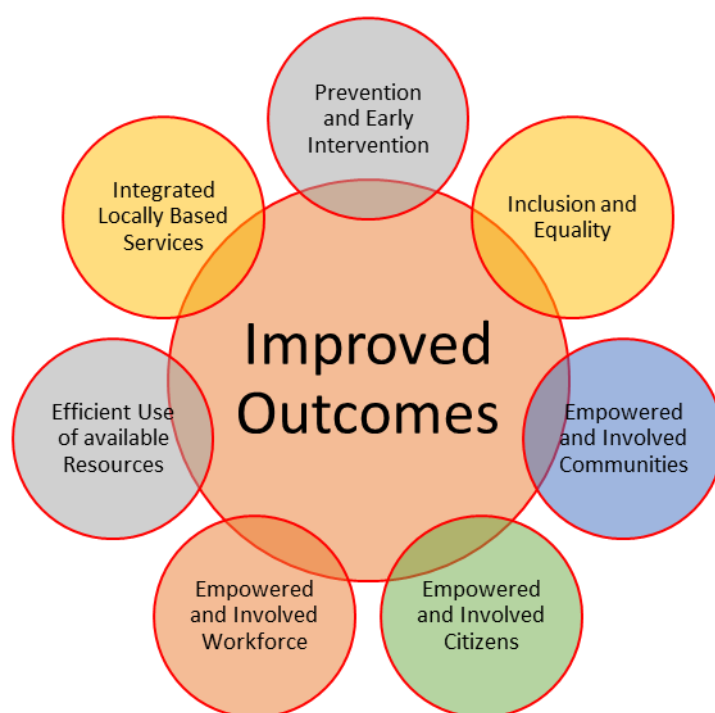
Achieving - Harry completed his exams and is now at college. He has hopes and ambitions for the future.

Background to the Plan

This Plan has been developed in a context of prevention and response to homelessness within Dundee, collaboration between all partners involved is essential.

In doing so, we have embraced national and local policy that provides direction that services should be focused on ‘what matters’ to people, where services are joined up and work together as a team with people. *“They must become transparent, community-driven and designed around users’ needs. They should focus on prevention and early intervention”*. Christie [Commission on the Future Delivery of Public Services](#) (2011).

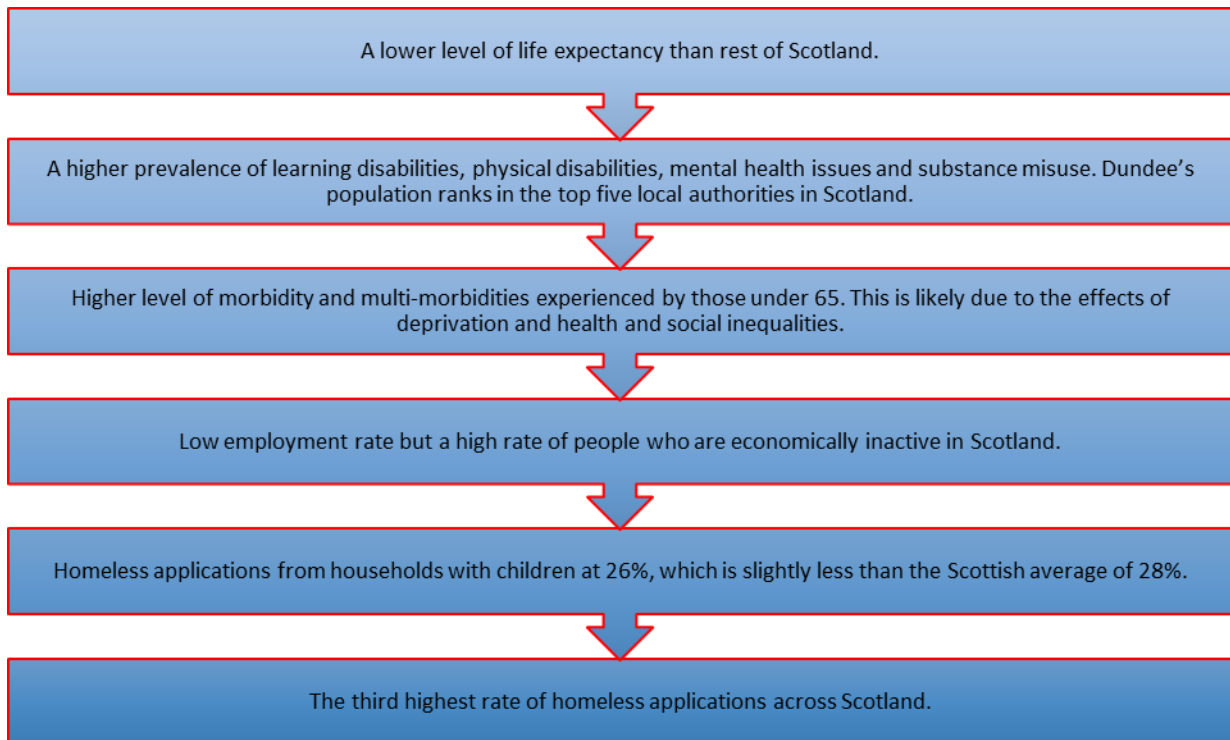
A key focus of our local plans, based on national policy direction, is the emphasis on prevention, empowerment, inclusion, equality and development and delivery of integrated services from the perspective of people who use them.



These themes are reflected in [Dundee Health and Social Care Partnership](#), Children and Families, the Community Justice Authority, Neighbourhood Services and Dundee’s Local Outcome Improvement Plan. All of these plans also recognise that services should become more joined up, delivered locally, tailored to meet individuals and community outcomes and developed in partnership with people and communities. More information about relevant policy, legislation can be found at Appendix 3 alongside the Strategic Needs Assessment.

Local Demand and Future Needs

Dundee like many other areas is facing an unprecedented financial challenge to deliver services within a background of increasing demand, complexity and expectation. By 2037, Dundee’s population is projected rise by 15% to 170,811. The [Housing Contribution Statement](#) and a [Strategic Needs Assessment](#) completed to inform the Dundee Health and Social Care Partnership Strategic Plan highlights that in the period 2014 – 2015 Dundee has:



The Needs Assessment and Statement highlight a link between the higher levels of deprivation and health inequalities within Dundee and the high rate of homeless applications. If change is not initiated to target the underlying issues associated with homelessness then our high rate of applications will likely continue.

Key priorities identified are:

- Responding to impact of welfare reforms and unemployment on individuals and families incomes and link of this to increased risk of homelessness.
- Building community capacity and on existing approaches such as GIRFEC, Housing Options and Lead Professionals model to make a strategic and decisive shift towards prevention of homelessness.
- Increasing social and digital inclusion so that people can maintain and develop social networks
- Reducing impact of social and health inequalities on people who are homeless or at risk of homelessness.
- Developing approaches and models which enable and empower citizens of Dundee, particularly those with a complexity of personal circumstances, to be healthy, have a fulfilled life and achieve their personal outcomes.

Local Resources

Within Dundee, we have commissioned a range of resources designed to support the prevention and response to homelessness, funded by Dundee Health and Social Care Partnership, Dundee City Council Neighbourhood Services, Dundee City Council Children and Families Services. These resources are highlighted in a diagram at Appendix 3. These resources have been traditionally commissioned based on a hierarchy of need however the partnership intends to consider how services/supports are commissioned based on outcomes for people.

Below highlights a starting position the positive outcomes the Partnership are working towards achieving. Although each provider has been categorised under a particular outcome indicator, this only highlights the main focus of service delivery for this provider, however, it is expected that all providers will work together to help a person achieve all of their personal outcomes

INCLUDED

In the wider community and doing the things that matter to you.

Housing Support Providers
Activities across the city

SAFE

Being and feeling safe where you are living

Housing Support Providers
Community Wardens
Temporary Accommodation

HEALTHY

Being as healthy as you can be.

Health outreach team
Dental Health Services
Social Prescribing

BEING INVOLVED

What matters to you is included in your support plan.

Housing Options
Lead Professionals
Assessors in Services



WELLBEING

Being satisfied and living life in a way that matters to you.

Should be achieved if all other outcomes are met. However, should still be measured and not assumed.

RELATIONSHIPS/ NURTURED

That the relationships in your life are positive.

Counselling services
Housing Support services
Family
Friends

RESPONSIBLE

That you are responsible for yourself and others in your life.

Housing Support Services
Children's services
RSPCA or private vets

LIVING INDEPENDENTLY

Housing Support services
Being able to cope and have the skills to live independently.
Welfare Rights
Colleges
University
MyLife self-help guides

Bill's Story – Moving On Successfully From Temporary Accommodation

When Bill was referred to Salvation Army, the experience was entirely new to him: The environment alien, regular process and procedures associated with homelessness wholly unfamiliar. Bill had returned to his home city of Dundee a few years ago, moving in with family and expecting to find his own accommodation reasonably quickly and without outside help.

When this had not happened, a strain was beginning to become evident in family relationships. Having both owned and rented property in the past, and managed this independently, awaiting local authority allocation was unfamiliar territory to him, and he was unaware that referral would/ could be made to the appropriate housing associations also.

Bill had neither made any previous benefit claims, nor had any knowledge of the benefit system. Bill was lacking in both experience and workable proficiencies vis-à-vis the computer skills central to today's benefit structures and the job market. He was also lacking in confidence to improve his wellbeing. Bill settled into the centre quickly and reasonably well. He appeared to find the keyworker system reassuring and was able to engage at an effective level. Bill engaged with Job Centre, IT Training Suite and support offered by Salvation Army.

BILL'S OUTCOMES

Living Independently - Bill has now successfully secured and moved in to his own tenancy. His fiscal priorities are largely in order, family relationships revitalised and improved, there seems every hope that Bill will have success in the future.

Healthy & Well - By the time of his departure from Salvation Army, Bill's mood had visibly improved; he seemed to be feeling back in control and increasing in confidence daily.

Improved Relationships - Bill's relationship/s with his family improved day-by-day over the period of his residency here; he quite soon began regularly to baby-sit for his daughter again, his son assisted him in the move to his new flat.

Positive Experiences and Outcomes - Although unsure and concerned at his homeless status (initially and understandably), Bill has proved to be a credit to himself and has taken all the advice and support offered which has resulted in a positive outcome.

Involved and Included - Bill's council housing application was followed up by regular contact with his allocated Housing Officer and outreach support from Salvation Army. Furniture Project and local starter packs service in order to have his basic needs regarding furniture and equipment met prior to moving in.

Delivering on Our Vision and Outcomes

This section looks at how we are doing against our three strategic outcomes (Prevention of Homelessness, Positive Experiences of Supports and Services, Living a Fulfilled and Healthy Life).

It identifies what actions we need to take to achieve these strategic outcomes and our vision that *“citizens of Dundee will be able to live a fulfilled life in their own home or homely setting. If people do become homeless, they will be able to access quality information, advice and support which will enable them to live a fulfilled life and gain and maintain their own home”*.

We will achieve our vision and strategic outcomes by enabling people with lived experience of homelessness to be active participants in the development and shaping of supports and services and by developing supports which are accessible and responsive to individual’s circumstances and outcomes.

Our future strategic direction is shaped around the three strategic outcomes as follows:



Strategic Outcome 1 - Prevention of Homelessness

We will know that this has been achieved as citizens will say that they have been supported to remain at home or homely setting. Our performance information will demonstrate a low rate of homelessness applications, a high percentage of prevention approaches and that no care leavers or children have been made homeless.

How Are We Doing?

At the period 2014 – 2015, Dundee has:

- The third highest rate of homeless applications across Scotland;
- 1,439 homeless applications. This is 53% higher than the Scotland level of 935 applications per 100,000 populations and despite a reduction in applications by 37% between 2009/10 and 2014/15.
- 26% of homeless applications from households with children which is slightly less than the Scottish average of 28%. This compares with 39% in 2005/06
- 358 prevention approaches per 10,000 households, which is higher than the Scottish average of 248 prevention approaches per 10,000 households.

Most homeless applications are from people that had previously been staying with parents/family, relatives, or with friends. The technical reasons for becoming homeless in Dundee are broadly similar to the rest of Scotland. Being asked to leave family home and relationship breakdown (non-violent) remain the primary causes of homelessness.

What Did You Tell Us?

In discussions with you, you told us that there should be a greater focus on prevention and early intervention so that homelessness does not occur. Key priorities identified by you were:

- More focus on early intervention through targeted approaches and support
- Looking at reasons for homelessness and developing supports which address these reasons.
- Having a range of services which prevent homelessness occurring and which enable signposting to right service for the Individual.
- Working in the community with those at risk of homelessness, particularly families, young people and those in rent arrears.
- Multi-agency coordinated response to the prevention of homelessness.

What Are We Doing Now?

To focus on prevention of homelessness we are:

- Implementing a housing options team who provide assessment and advice in relation to housing options available.
- Providing welfare benefits advice within GP's surgeries to maximize incomes.
- Through housing support providers moving towards providing locality based housing support services so that citizens of Dundee can access support when they need it to prevent homelessness occurring.
- Mapping out services and supports available in local communities against prevalence of homelessness in localities across Dundee as a partnership between University of Dundee and Dundee Health and Social Care Partnership. This will help us to develop supports based around needs of communities.
- Implementing conflict resolution processes to prevent homelessness through Neighbourhood Services and Action for Children.
- Reviewing pathways and supports for children, families and young people so that we have sufficient supports and measures in place so that families with children and young people are not homeless.

- Implementing guidance and supports which means that people should not enter into homeless accommodation upon discharge from hospital.
- Integrating the learning from the WISH project to support women experiencing domestic abuse to access appropriate prevention and housing support services.

Young People and Families with Children

We know through the strategic needs assessment that 26% of homeless applications are from families with children. The needs assessment also indicates that for the period 2015 - 16, 4% of applications were from young people aged 16 – 17 and 34% from young people aged 18 – 25. This presents a slight reduction from 2014 – 2015.

Developments such as Action for Children Youth Homelessness Service and Housing Options Pathways for Care Leavers and have supported a focus on reducing numbers of young people affected by homelessness. However, we recognise through the needs assessment that support to young people and families with children must be key priorities for this plan.

Our commitment in Dundee therefore is to reach a position, in line with Getting it Right for Every Child, where children are not affected by homelessness in Dundee. Furthermore, that young people, and in particular those who have previously been looked after, in transition, or are vulnerable are prevented from becoming homeless where ever this is possible.

Good Practice Example

A multi- agency approach focussed on the reintegration of short term prisoners from HM Prison Perth with the view preventing homelessness on their release. This approach has supported prisoners to engage with statutory and third sector services, initially when still in prison and then afterwards on their release.

This approach has also had positive impact on the number of young people and women accessing resettlement support whilst in custody at Her Majesty's Prisons (HMP): HMP Polmont, HMP Edinburgh and HMP Cornton Vale. Developing these and similar outcome focused projects over the period of the strategy will significantly contribute to better outcomes for individuals.

What Will We Do?

We used feedback received through our consultations, stakeholder's event, national benchmarking, to identify actions which will enable us to prevent homelessness from occurring or re-occurring.

From this exercise we have identified four themes and a series of actions as outlined below:

Theme 1 – Individuals Can Access Locally Based Income Maximisation Advice

To achieve this, we will:

Work with partners in advice sector to develop a range of access points so that people can easily access independent financial, benefit and income maximisation advice.

Undertake targeted benefits advice work to prevent homelessness occurring.

Further develop supports which enable Citizens to be able to maximise their income and manage money.

Theme 2 – Individuals and Families Can Access Locally Based Support to Prevent Homelessness.

To achieve this, we will:

Promote use of locality based universal services by making use of the MyLife, ALISS portal and other community support databases.

Develop a range of locality based support services which provide targeted support to people at risk of homelessness occurring so that homelessness is prevented wherever possible or appropriate.

Continue to embed and further develop Housing Options Services in local communities as a means of providing advice and support to people at risk of homelessness in their local area.

Continue to embed and further develop conflict resolution and relationship support in line with Scottish Governments Scottish Centre for Conflict Resolution, as a means of preventing homelessness within Dundee, where this is identified as the cause.

Develop and implement the Lead Professionals model in localities across Dundee so that people at risk of homelessness, particularly those with a complexity of needs, have the opportunity of a named contact person and supports and services can be coordinated in a way that prevents homelessness and promotes wellbeing.

Develop opportunities through Technology Enabled Care to prevent homelessness occurring and enable people to remain in their own home.

Use the results of a homeless service mapping exercise by Dundee University and Dundee Health and Social Care Partnership to identify gaps in service provision relating to prevention of homelessness and use this to inform future service developments and locality information onto Mylife, ALISS.

Develop community based initiatives which will build community capacity to address reasons for homelessness. (Links to an actions identified for the Homeless and Housing Options Partnership from the Dundee Health and Social Care Partnership Strategic Plan)

Work with relevant Strategic Planning Groups to promote recovery, rehabilitation and address reasons for homelessness.

Theme 3 – Young People and Families with Children Are Prevented From Becoming Homeless

Further develop approaches as a partnership between Homeless Strategic Planning Group and Corporate Parenting Strategy which supports young people under age of 25 who are care leavers to not become homeless.

Develop approaches through the single child's plan and lead professional model which enables early identification of families with children who are at risk of homelessness so that appropriate interventions can be undertaken at an early stage so that children do not experience homelessness in Dundee.

Develop approaches and pathways which can prevent young people from becoming homeless.

Theme 4 – Our Workforce has a Model and Guidance for Preventing Homelessness and Promoting Positive Outcomes.

To achieve this, we will:

Develop and implement multi-agency protocol and guidance, particularly in relating to vulnerable groups, families with children and young people, which set out arrangements for identifying risk of homelessness early and responding to these concerns.

Develop and implement the Lead Professional Model as a partnership through implementation of guidance and a workforce development programme to support prevention of homelessness.

Theme 5 – Prevention of Homelessness is Promoted.

To achieve this, we will:

Develop and implement local campaigns which promote early help and identification of homelessness.

Develop and implement a partnership website which raises awareness and acts as central point for providing information on how to access services.

Strategic Outcome 2 – Positive Experiences Of Supports and Services.

We will know that this has been achieved because people who are homeless or at risk of homelessness will say that supports and services are easy to access, of high quality and well-coordinated and through this they have been able to gain and maintain settled accommodation. They will tell us that they feel listened to, respected and involved in planning and shaping services and supports for them. Our performance information will tell us that we have excellent quality information, advice, support and accommodation.

How Are We Doing?

Housing Support and temporary accommodation providers are regulated by the Care Inspectorate. Overall, services commissioned by Dundee Health and Social Care Partnership have achieved Grade 4 (Good) or more. A full list of grades for each provider can be found at the [Care Inspectorate](#) and at Appendix 5.

What Did You Tell Us?

People who are homeless told us that:

- Access services can be difficult and that they find themselves telling their story over and over again to different partners across the system. This results in a feeling of a lack of “joined-up-ness” of services even although each service on its own is generally well regarded.
- More support is needed at the point of crisis and when faced with being roofless.
- Their experience of the temporary accommodation hostels was generally positive. In these settings people reported receiving good support, feeling listened to and respected.

Stakeholders and our workforce told us that:

- Services currently being provided by the partners were very good, however information sharing about the people moving between services was poor and has led to disjointed service provision.
- More support is needed to enable people to live independently and recover, particularly those with a complexity of needs and with chaotic lifestyles.
- New models and approaches are needed to support people who present as homeless on repeat occasions and who can be left without support after being evicted from establishments.
- People who may be vulnerable from others are placed in appropriate settings and can access supports which will enable them to be safe.
- Workforce development and training is needed to reduce stigma associated with homelessness and ensure a focus on outcomes.

What Are We Doing Now?

Taking a Personalised Approach to Homelessness – The Lead Professional Approach

Remembering what Ed Mitchell said,

“I remember being homeless and feeling frustrated when I was passed from service to service at a time in my life when I just wanted to go to one place or have one person that could support me at a time when I could not do things for myself.”

In response to all feedback received, representatives from the Homeless and Housing Options Strategic Planning group worked together to consider and develop a model and approach which would deliver a more joined up and seamless service from the point of view of the person.

This resulted in development and implementation of a Lead Professional model. Each individual will be supported to take responsibility for decision making about their own future. The Lead Professional will co-ordinate appropriate services and supports to ensure the individual can identify and achieve their personal outcomes.

Test of Change Using the Lead Professional Approach - Focusing On Women Affected By Domestic Abuse And Additional Complex Issues

Dundee Women's Aid (DWA) became increasingly concerned about a group of women affected by domestic abuse issues, who were presenting to DWA refuge services and were also affected by a range of other complex needs.

The women were repeatedly made homeless and their additional needs were brought about by a number of issues, including mental health, severe impact of trauma, domestic and sexual abuse, prostitution, self-harm, substance misuse, criminality, physical health issues and other challenging behaviour.

Very often the women's stay at DWA refuge was unsuccessful as the service struggled to respond to the complexity of the support they required. Consequently, more often than not, the women will go from one homeless hostel to another. If housed, they would struggle to hold on to their tenancy.

A group of organisations, led by DWA, used the lead professional approach to improve the women's outcomes including responding to repeat homelessness. Services include Criminal Justice Services, Homeless Services, Transform, Health and Homelessness Outreach Team, WRASAC and Addaction. This supports coordination of care and improved communication between agencies involved.

To support the approach and provide 24 hour support if needed, a refuge flat has been identified and Transform will provide accommodation. This Test of Change is currently being evaluated to inform next steps of the project.

Promoting Active Participation in Service Development

Within Dundee, we have engaged with people experiencing homelessness and stakeholders in the following ways:

- Holding a homelessness event (Steeple Church) providing people with the opportunity to tell their story and share their experiences in a Big Brother Exercise.
- Commissioning Glasgow Homeless Network to gain the views of people experiencing homelessness.
- Undertaking a stakeholder survey during April 2015 to gain stakeholders views of homelessness and homeless services.
- Shelter and Dundee Carers Centre have implemented conversation café's as means of involving people with lived experience of homelessness and carers in the future development of supports and services in Dundee. The outcomes of these cafes will inform the ongoing strategic development of homeless services within Dundee.
- Housing Support and Temporary Accommodation providers have a range of engagement methods for involving people with lived experience in the ongoing development of their services. This ranges from conferences to focus groups and service user feedback.
- Housing support and Temporary Accommodation providers involve people who are homeless or at risk of homelessness in developing a care plan based on their outcomes. This aspect is regulated by the Care Inspectorate.

Good Practice Example

Positive Steps has a commitment to service user involvement. In the housing support project service users have a regular forum which is facilitated by a member of staff. The meetings usually involve a speaker followed by a discussion. The agenda is now set by the service users. The forum also has a social function creating the opportunity for people to come together and develop new social networks. It is also an opportunity for Positive Steps to consult with service users.

From the forum there is now a social group which plans activities for service users. This is led by service users. There is also a group which has been working toward service users increased involvement in the recruitment and selection of staff.

Positive Steps are now planning the fourth annual service users' conference which will be in November. The organisation and the agenda have been taken on by the service users in entirety this year.

The Forums and the conference are held in local community centres. As well as being accessible buildings it also helps to break down barriers and encourages people using services to use the groups and facilities available in their localities.

What Will We Do?

We used feedback received through our consultations, stakeholder's event, national benchmarking, to identify actions which will enable us to achieve this outcome.

From this exercise we have identified four themes and a series of actions as outlined below:

Theme 6 – People Experiencing Homelessness Or Risk Of Homelessness Will Be Able To Easily Access Advice and Support.

Develop a range of information which provides consistent advice about how to access services and which provides a clear explanation about what will happen.

Develop advice hubs in localities across Dundee where people can easily access a range of advice and information including homelessness and access to support services.

Review options for development of a 24 Hour walk in and advice service.

Theme 7 – People Experiencing Homelessness or at Risk of Homelessness Can Access Quality Accommodation and Supports

To achieve this, we will:

Work towards all temporary accommodation and housing supports being graded with a score of 5 (very good) or above by Care Inspectorate.

Explore housing first model and consider a test of change as a means of responding to repeat homelessness.

Review the current model of temporary accommodation so that people who are homeless can access accommodation and holistic support which suits their individual circumstances.

Develop and implement multi-agency guidance and training on use of psychologically informed environments in conjunction with key learning points from the implementation of this approach in Salvation Army and Dundee Women's Aid.

Monitor the findings from service user satisfaction ratings and outcome focused reviews in terms of the person's experience of the support and accommodation provided.

Theme 8 – People Experiencing Homelessness or at Risk of Homelessness Feel That Services Are Well Coordinated and Joined Up.

To achieve this, we will:

Work with the Dundee Health and Social Care Strategic Planning Group, Neighbourhood Services, Strategic Planning Groups, Children and Families Strategic Planning Group, The Community Justice Authority and also the Care Group Strategic Planning Groups to promote accessibility and responsiveness of services so that they too have 'Homelessness' on their agendas.

Implement the Lead Professional Model, as a means of coordinating supports and having a single plan where more than one agency is involved.

Monitor the effectiveness of implementation of the Lead Professional Model through partnership meetings.

Build upon Getting it Right For Every Child approach to ensure that Young People affected by homelessness are identified and can link to the right service at the right time to meet their outcomes.

Link with the new model for Community Justice in Scotland, and its defined Outcomes, Performance and Improvement Framework.

Theme 9 – People Experiencing Homelessness or at Risk of Homelessness Can Actively Participate in Shaping Services

To achieve this, we will:

Further develop and implement conversation cafes to involve people with lived experience of homelessness and Carers in the ongoing design and development of services to prevent and respond to homelessness.

Capture 'what matters' to a people who are homeless or at risk of homelessness in a structured way, which includes on-line feedback opportunities and advocacy, so that this informs ongoing service developments.

Explore opportunities to develop citizen leadership and peer support as a means of enabling people to actively participate in service development and interview panels.

Use the views gaining from our ongoing involvement and engagement with people with lived experience of homelessness and Carers to inform the continuous improvement of services to prevent and respond to homelessness.

Theme 10 – Our Workforce Are Able to Prevent and Respond to Homelessness

To achieve this, we will:

Develop and implement a workforce development programme, informed by the views of people with lived experience of homelessness, which sets out:

- 1) How to identify and respond to people who are at risk of homelessness.
- 2) A workforce plan which ensures that those who support people who are homeless have the necessary skills and knowledge to do this. This will include training on the Impact and experience of Homelessness, Lead Professionals Approach, Human Rights, Outcome Focused and Person Centred Practice, Public Protection, Recovery Approaches, Challenging Stigma, Social and Health Inequalities, Health and Safety.
- 3) How to build confidence and skills of our workforce in supporting people around improving their own health and wellbeing and achieving the outcomes that matter to them.

Strategic Outcome 3 - Living a Healthy and Fulfilled Life

People who are homeless or at risk of homelessness will say that they have achieved the outcomes that matter to them and they are able to live an independent, fulfilled and healthy life in settled accommodation.

How Are We Doing?

Organisations who provide housing support gather outcomes and performance information to date.

Below is an example of the outcomes achieved from Positive Steps captured from using the Outcomes Star. This is an example of the way in which outcomes will be reported in future using SHANARRI and Adult Outcome Indicators headings.

Positive Steps Housing Support Service Outcomes Star: Homeless Star

Percentage increase and decrease for each scale

This table shows the average proportion of people whose score for a scale has increased, decreased or stayed the same.

Scale	Decrease	Same	Increase
Motivation and taking responsibility	0%	19%	81%
Self-care and living skills	4%	29%	67%
Managing money and personal administration	7%	49%	44%
Social networks and relationships	4%	33%	63%
Drug and alcohol misuse	0%	78%	22%
Physical health	7%	26%	67%
Emotional and mental health	7%	19%	74%
Meaningful use of time	0%	37%	63%
Managing tenancy and accommodation	7%	45%	48%
Offending	4%	92%	4%

What Did You Tell Us?

People who are homeless told us that many things in life were important to them, which included having:

- A purpose such as a job,
- Somewhere to stay where they felt safe,
- Meaningful positive relationships so that this can help their emotional wellbeing
- The right skills to be able to move on into permanent accommodation.
- Feeling of being included in their community and not stigmatised for being homeless.

Some people said they found it difficult to focus on what they would want their life to be like in 5 years as they find it difficult to get through each day.

Stakeholders and Our Workforce Told Us That:

Services supporting people who are homeless identified key priorities in going forward:

- Support to enable people to recover,
- Obtaining life skills such as cooking and budgeting,
- Rebuilding family relationships,
- Returning to family safely,
- Getting a new home and sustaining the tenancy,
- Finding safety through refuge
- Obtaining access to services where language is a barrier

What Are We Doing Now?

To focus on enabling people to live a fulfilled and healthy life we are:

- Undertaking a test of change for support and accommodation for women with multiple and complex needs and with that developing an effective multi-agency response for the needs of women affected by violence, substance misuse and mental health.
- Reviewing and develop nursing/ health pathways of support and care for people who are homeless so that access to health services for people who are homeless is seamless.
- Implementing the Smile4Life, Scottish Oral Health Programme for people experiencing homelessness through the University of Dundee, School of Dentistry, Dental Health Services Research Unit (DHSRU). The Oral Health and Health Research (OHHR) programme aims to reduce health inequalities by addressing oral health as an indication and predictor of health and psycho-social functioning.
- Developing a Partnership Website for Homelessness Supports for the purpose of sharing information and tracking outcomes for people.
- Developing a directory for staff to access to make contact with other professionals for the purpose of helping people under the Lead Professional Model.
- Developing outcome focused documentation that can be shared between professionals so that we have a consistent approach on outcomes.

Good Practice Example

The Dental Health Services Research Unit, School of Dentistry, the University of Dundee, in partnership with School of Education, Dundee Health and Social Care Partnership and Shelter Scotland held an event: “Building collaborative work for homelessness, health and social care integration”, on 18th May 2016. The event aimed to start a series of Forum Discussions around the need to develop best strategies to deliver more integrated health and social care services to help people facing health and homelessness issues across Scotland.

In order to create and reinforce partnerships and synergies between large numbers of organisations and services working in the homelessness context, this event in Dundee will be used as a platform to increase the awareness and a wider public understanding of the need to build collaborative approaches and integrated actions among the diverse services and organisations available for those experiencing or at risk to become homelessness.

What Will We Do?

We used feedback received through our consultations, stakeholder's event, national benchmarking, to identify actions which will enable us to achieve the outcome – Living a fulfilled and healthy life.

From this exercise we have identified four themes and a series of actions as outlined below:

Theme 11 – People Experiencing Homelessness or at Risk of Homelessness Can Live Independently

To achieve this, we will:

Develop approaches so that people who are homeless or are potentially homeless can easily source information and advice, including digital media and on line support, which supports independent living and achievement of personal outcomes.

Enable those who lack the skills or ability to access the internet to access appropriate training and or support to do so.

Develop approaches and models of support, with people who have experienced homelessness, which enable people to live independently and sustain their own tenancy e.g. life skills, cooking, nutrition, budgeting, how to pay charges/ taxes.

Theme 12 – People Experiencing Homelessness or at Risk of Homelessness Can Look After and Improve their Own Health And Wellbeing

To achieve this, we will:

Complete a review of the nursing/ health pathways to reduce health inequalities and improve access to services for people who are homeless. This includes access to primary care, substance misuse and mental health services.

Continue to promote and embed health checks as a means of preventing ill health and promoting health and wellbeing. (This links to Dundee Health and Social Care Partnership Strategic Plan - Prioritise and invest in models of support that help to support life style changes which improve health)

Further develop community health resources to maintain people living in their own neighbourhoods. (This is an action identified for the Homeless Partnership from the Dundee Health and Social Care Partnership Strategic Plan)

Further implement the smile4life oral health programme through workforce development and training programmes.

Explore models and research which supports people who are at risk of homelessness or who are homeless to address past traumas in recognition that this may help people to recover and be able to focus on living a fulfilled life.

Promote models of support which support people to improve their own health and wellbeing and maximise opportunities for early intervention and prevention.

Theme 13 – People Experiencing Homelessness or at Risk of Homelessness Are Enabled to Achieve and Improve Their Personal Outcomes

To achieve this, we will:

Undertake a review of how Self-Directed Support can be implemented where people become homeless or are at risk of homelessness so that people can access supports of their choosing to meet their identified outcomes.

Explore and develop models of support and practice which enable people who are homeless or at risk of homelessness to achieve their personal outcomes and improve quality of their lives.

Implement Lead Professional Model, as a means of enabling Individuals to achieve their personal outcomes and improve quality of their lives, particularly where individuals have a complexity of circumstances and needs.

Develop links with employability and training strategic groups and providers which can support people to enter into employment, volunteering or training.

Work with current community facilities to develop a range of leisure and social activities including drop in centres for those with additional support needs. (This is an action identified for the Homeless and Housing Options Partnership from the Dundee Health and Social Care Partnership Strategic Plan)

Develop or support initiatives which provide opportunities for peer support or use of volunteers. (This is an action identified for the Homeless and Housing Options Partnership from the Dundee Health and Social Care Partnership Strategic Plan)

Support change programmes which build community capacity development into whole system change. (This is an action identified for the Homeless and Housing Options Partnership from the Dundee Health and Social Care Partnership Strategic Plan)

Theme 14 – As a Partnership, We Can Continuously Improve Our Response to Homelessness and Manage Our Resources Effectively

To achieve this, we will:

Implement an outcome based reporting framework as a means of evidencing achievement of the strategic outcomes, a shift towards prevention and individual's personal outcomes.

Use the framework to identify areas for further development and inform future modelling of services to meet local needs.

Use the performance information gained from our outcome reporting to inform the continuous improvement of services to prevent and respond to homelessness.

Demonstrating Achievement of Our Vision

Progress towards achieving the personal outcomes linked to those identified in this Plan will be monitored by the Dundee Homeless and Housing Options Partnership using our measures of success set out below and Implementation Plan. A copy of the full Draft Outcomes and Performance Framework is in Appendix 2. Below sets out a summary of what the Partnership is working towards.

Local and National Outcomes	National Health and Wellbeing Outcomes SHANARRI & Adult Wellbeing Outcomes, Community Justice Outcomes, Dundee Fairness Commission Report Local Outcome Improvement Plan		
Our Three Strategic Outcomes	Prevention of Homelessness	Positive Experiences Of Supports And Services	Living a Fulfilled and Healthy Life
Underpinned by our Approach	Human Rights and Dignity; Involve Citizens in Decisions That Affect Their Own Well-Being and How they Are Supported; Maximising Aspirations and Potential; Co-Ordinated Supports; Equality of Access and Streamline Systems.		
Our Key Measures of Success (Includes Indicators relating to National Wellbeing Outcomes and Housing Performance Data)	<p>I feel supported to live independently in my home or a homely setting.</p> <p>Rate of homeless applications.</p> <p>Rate of homeless applications for families with children.</p> <p>Rate of homeless applications for young People.</p> <p>Number of prevention approaches completed.</p>	<p>I feel that services are well coordinated.</p> <p>I have had a positive experience of services designed to support me.</p> <p>I feel listened to and respected.</p> <p>I have had a say in developing supports which will enable me to achieve my outcomes.</p> <p>Regulated supports and accommodation have received a Care Inspectorate grade of 5 or more.</p>	<p>I feel that I have achieved the outcomes I want to achieve.</p> <p>I am able to access a range of local networks and peer supports.</p> <p>I feel well and healthy.</p> <p>I am able to look after and improve my own health and wellbeing.</p> <p>I feel supports or services helped me to improve or maintain the quality of my life.</p>

APPENDICES	ITEM	SOURCE/DOCUMENTS
Appendix 1	Glossary of Terms	http://scotland.shelter.org.uk/get_advice/downloads_and_tools/jargonbuster/jargonbuster_az?result_160348_result_page=S
Appendix 2	Performance and Outcomes Framework	Thematic Performance Framework (PDF) Outcomes Reporting Framework (PDF)
Appendix 3	Strategic Needs Assessment, Policy and Legislative Information	Strategic Needs Assessment (PDF) Corporate Parenting Duties (PDF)
Appendix 4	Current Commissioned Services	Hierarchy of Need (PDF)
Appendix 5	Care Inspectorate Grades	Care Inspectorate Grades (PDF)

