

Project Brave Strategic Approach

January 2023

Project Brave

Strategic Approach to Homelessness and Vulnerability

- An early response to Covid19, now seeking to end rough sleeping & high risk homelessness
- Significantly advancing priorities in the Homelessness Prevention Strategy
 - Minimising rough sleeping - New tenancies & support - Improved health/wellbeing – Focus on complex needs
- A focus on multiple complex vulnerability, improving outcomes for people at risk in communities
- A Partnership approach with engagement from all sectors and with people with lived experience
- Clear principles, targeting support & housing in a personalised and effective way
- Continued support for people in accommodation, giving assurance to landlords and partners
- Membership of MEAM network, promoting best practice in partnership
- New transitional housing & long term homes for homeless people
- Working through Talk Community to prevent future complex vulnerability and homelessness
- Optimising use of grant funding to deliver Project Brave

Project BraveNew homes - Changing lives

Identifying and enabling new homes and solutions for
vulnerable people in communities;

At risk arising from;

Homelessness

Substance Use

Mental Health Needs

Criminal Justice Experience

Exploitation or Abuse

Working with Communities to prevent vulnerability

Overall Aims of Project Brave

- Greatly improving outcomes for individuals
- New homes and support models for homeless people
- Reducing avoidable demands on health, housing, social care and police systems
- Making homelessness largely a thing of the past
- Establishing sustainable models of delivery/support
- Enabling safe participation in communities
- Promoting safe, healthy, independent living and preventing the next generation of people with multiple complex disadvantages
- Developing and galvanising accommodation assets

Review of Homelessness Prevention & Rough Sleeping Strategy 2020-2025

1. Focusing operational structures & work on prevention evolved gradually during Covid19 but a full review taking place in early 2023.
2. Project Brave has delivered a Housing First approach to homes for homeless people, with new self contained homes being created and people also being supported into social housing.
3. Working through MEAM with housing & system partners, Brave is driving the promised eradication of rough sleeping & high risk homelessness, to make them a thing of the past.
4. The promise to reduce reliance on B&B emergency accommodation as challenged by Covid19 and the Everyone In policy, with current demand growing nationally.
5. However, use of B&B will now be managed through a framework, according with best practice
6. Brave has brought forward new forms of emergency accommodation including Hedley Lodge and Whitecross Homelessness Hub, significantly helping response to demand.
7. MEAM will help ensure accommodation & support are people focused and manage risk in an holistic, person-centred way.

MEAM (Making Every Adult Matter)

- National programme led by Homeless Link, sponsored by DLUHC
- Herefordshire accepted following competitive, multi-agency process
- Does not bring funding (but may assist future access to funding)
- Practice development, training, mentoring and networking
- Significant focus on homelessness
- Also encompasses multiple complex vulnerability
- Based around partnership and multi-disciplinary working
- Seven core objectives of MEAM

Core Principles of Project Brave align with the Objectives of MEAM

- Partnership & Co-production; A whole system collaboration
- Consistent Cohort Knowing who everyone is
- Co-ordination for people/services A Team around the Person
- Flexible responses from services Strengths based, Promoting Independence
- Sustainability & System change Whole system collaboration & solutions
- Service Improvement & staffing Training and data sharing
- Measurement of success Project & performance management

Homes for Homeless People

- 120 plus homes sought as temporary and permanent accommodation
- A pipeline of property development, acquisitions and existing accommodation with partnering registered housing providers and private landlords
- 45 units secured for transitional accommodation at Hope Scott House, The Whitecross Hub & Hedley Lodge
- 29 units secured for long term homes at Blackfriars Street, Newtown Road & Hereford City
- The potential for a further 28 units of accommodation in the city, in the pipeline

Multiple Complex Vulnerability

Focus on high intensity users of emergency services

Reducing deaths

Mental Health MDT; high intensity users

High risk Alcohol, substance misuse and acute pathway,

Vaccination & population health work

Personalised and strengths based practice

Access to primary care

MDT models and team around the person

(MEAM) Research and evidence based

Talk Community and Preventing Vulnerability

- Focus on ACES and long term prevention of complex vulnerability
- Trauma informed approaches
- Talk Community Hubs
- Mental Health First Aid and wider training for volunteers
- Identifying individual's journeys and links to communities of interest/identify
- Promoting active participation in Communities
- Digital access and participation
- Access to primary care and promoting self care

Project Brave Engagement

Four engagement workshops were held with local stakeholders and/or people with lived experience during November and December 2022

Key themes emerging from the engagement;

- More joined up working including multi disciplinary meetings/practice
- A greater focus on prevention of vulnerability and effective early intervention
- Recognising impact of Adverse Childhood Experiences (ACEs) and work with children's services
- Need to tackle diverse causes of vulnerability/homelessness including employment, addiction
- Mental health needs are widespread and often go undiagnosed
- Need to understand an work with the mobility of some homeless/vulnerable people

There is commitment to continued engagement with people with lived experience, including focus groups

Delivered under Project Brave

- Since the inception of Project Brave, the council has accommodated **252** households at risk of homelessness or rough sleeping. Almost overwhelmingly these have been single people.
 - and successfully moved **157** households into transitional or long-term accommodation.
- Only **2** households remain accommodated within the emergency accommodation linked to Project Brave - each will move into more permanent accommodation before the end of the month.
- Over **70** people who accessed the service, later then moved away for a variety of reasons – including moving out of area or finding their own accommodation
- The Council's Outreach team remain actively working with **98** individuals (as at 18 January) who remain known to be at risk of rough sleeping. **16** of these have been rough sleeping and have been accommodated recently under the winter response and the Severe Weather Emergency Protocol (SWEP)
- 62 units of new accommodation secured, with a pipeline of further properties
- £4.2m revenue funding and £824k capital funding secured from external grants since 2020

Project Brave Potential Performance Indicators

Numbers rough sleeping, using B&B and presenting as homeless

People engaging with services, feeling trusted and listened to

People taking up and maintaining tenancies with support

Time spent in emergency, temporary and transitional accommodation

People at high risk of harm or death, with or without personal plan and MDT

CARM processes, MDTs and assessments completed

Transitional and long term accommodation; capacity and pipeline

People supported through link workers and team around person

People with MCV with MH/substance diagnosis and treatment plan

Attendances at A&E by people with MCV

Project Brave: Governance

- Strategic approach to be approved by Cabinet
- Aligns with review of Homelessness Prevention and Rough Sleeping Strategy
- Reporting to HWbB and annual reporting to HSAB and CSP Board
- Strategic Multi-agency Partnership Group
- Two Operational Groups; Homelessness and Multiple Complex Vulnerability
- Project plan and PMO support, recording on Verto
- Potential review of the name and “branding” of Brave, in 2023