Active Inclusion Programme

Update: February 2023
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How the programme works

- The programme provides an overview of where our Active Inclusion Service has come from, how it works, our vision for the future and the principles which underpin our work.
- It aligns our key performance indicators of off the street, into a home and sustaining a home to measure the difference that we make, how we capture learning and drive service enhancement.
- Projects (Blocks of work) are outlined in our Key Performance Indicator slides and Actions identified to deliver on our vision are outlined in the Programme Action slides.

What's in the programme?

Section 1 – Active Inclusion Overview	Overview	Our guiding principles	The Red Thread
Section 2 – How the service works	Our partnerships	Services that we commission	Resource allocation
	Governance	Learning Cycle	Communication
Section 3 – Key Performance Indicators	Off the street	Into a home	Sustaining a home
Section 4 – Vision and programme actions	Our vision	Programme Actions (1)	Programme Actions (2)

Active Inclusion

We aim to make it everyone's business to prevent homelessness and financial exclusion by supporting residents to have the foundations for a stable LIFE.

L — Somewhere to Live
Suitable & sustainable homes

I — An Income
Financial stability

F — Financial inclusion
Life without excessive debt

E — Employment
Inclusive economy

Active Inclusion is made up of both directly delivered and commissioned services across prevention, assessment, and crisis response. It also delivers a system leadership, shaping and designing role.   The service provides responses to those who present as homeless, but also strategic preventative duties. To respond to these challenges, we seek to prevent crisis and to humanly respond to crisis we don't prevent through provision of accommodation and support for residents to maximise their income and reduce their expenditure.

Programme Overview

Where we came from

→

Where we are now

→

Where we plan to go

Where we came from

Starting a multiagency approach to homelessness prevention (2002 to 2013).

Strengthening partnerships in the context of austerity, the welfare reforms & localism (2013 to 2017)

Developing more integrated personalised responses to residents interrelated needs (2017 to 2019)

Citywide collaboration to go from preventing to ending homelessness (2019 onwards)

Where we are now

Our Active Inclusion Newcastle partnership framework promotes the early identification of poverty related risks. We promote collective responsibility for everyone to have a role in supporting residents who are at greatest risk of the effects of the cost-of-living crisis.

Our Active Inclusion Newcastle partnership approach provides a framework to improve the coordination and consistency of information, advice and support to help partners to respond to poverty, increase residents' financial inclusion and to prevent homelessness.

Where we plan to go

Our vision is to extend the scope of our partnership arrangements and reporting to cover a broader view of poverty and the impact of our responses, this will focus on the welfare reforms cuts, poverty and the cost-of-living crisis.

We will extend the reach and response of our Touch, Trigger and Transition points to co-ordinate targeted support which makes a measurable difference to the lives of residents in Newcastle.

We will work with partners to develop a programme to respond to the growing challenges of poverty and builds on the effectiveness of relational responses.

Our guiding principles

**Using quarterly reviews feedback loops for sharing learning** and finding new opportunities for prevention. Learning from every crisis, knowing people's names, understanding their problems, incentivising prevention, matching supply to demand and facilitating fairness.

Aligning key performance indicators and demand side challenges. Developing an evidence base for effective service and policy decision making. Monitoring performance information in comparison to the money that we spend and the difference it makes. Using our knowledge to be fair and make the best use of our limited resource.

Understand demand and being guided by evidence. Segmenting need to understand demand and supply at the case, delivery and strategic levels. Aligning budgets, processes and develop citywide consensus.
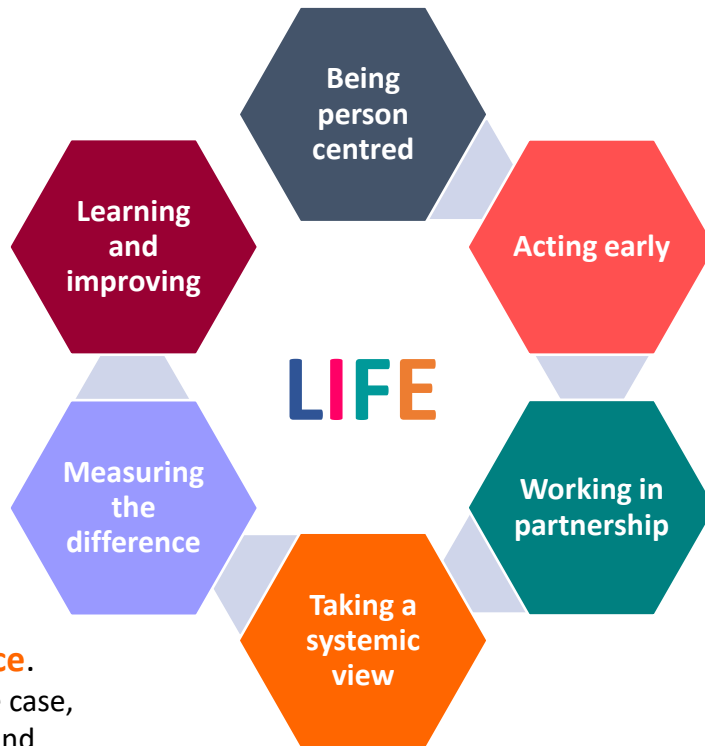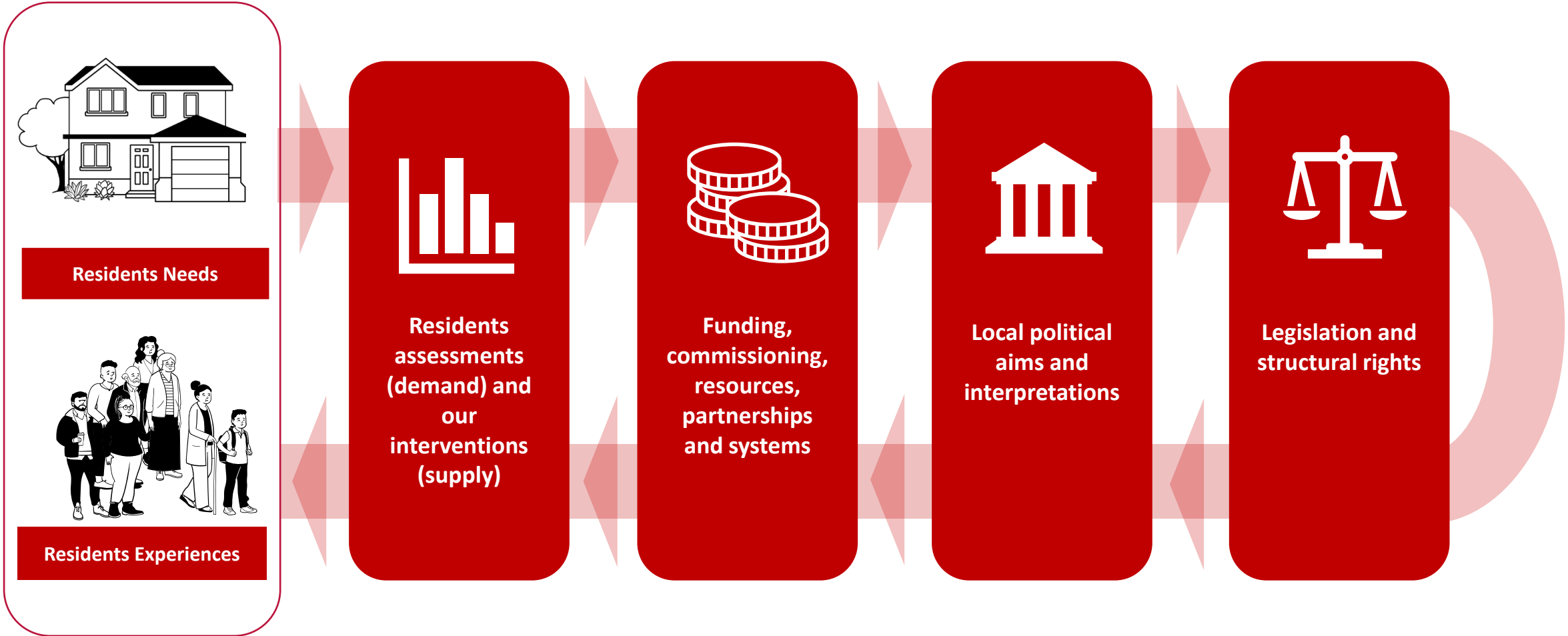
Putting the voice of the person at the centre of everything that we do, recognising that the best way to support people is to understand their circumstances and what they would like to happen. This includes working in a psychologically informed way, understanding some of the barriers to engagement and what we can do to help overcome them. Providing choice to the person as well as managing their expectations, building resilience, being fair to them and other people and providing them with information which enables them to make decisions including when compromise might be necessary.

Making prevention visible, closer and consensual, identifying the touch, trigger and transition points that can be used as opportunities to prevent crisis. Using clear information, training, evidence collection and reviews to inform policy, protocols, commissioning and accountability. Collaborating to identifying new areas for prevention and early.

Building relationships to respond to interconnected demands and bridge the gaps between silos. Developing structured partnership arrangements at the case, delivery and strategic levels which facilitate collective decision making, compromise and learning.

Being person centred

Learning and improving

Acting early

Measuring the difference

Working in partnership

Taking a systemic view

LIFE

The 'red thread': understanding the context and evidencing what works to influence system change

Residents Needs

Residents Experiences

Residents assessments (demand) and our interventions (supply)

Funding, commissioning, resources, partnerships and systems

Local political aims and interpretations

Legislation and structural rights

Key Performance Indicators (2022/23 Quarter 2)

1

Off the street
Rare, no one sleeps rough or returns to the street

- There were **127** people found sleeping rough in Q2 2022-23 compared to 97 in Q1.
- All 127 people had an offer of accommodation available with the exception of **5** people, all 5 had No Recourse to Public Funds (NRPF).

2

Into a home
Brief, no B&B, limited time in homelessness accommodation

- **0** use of B&B's to meet our homelessness demand
  In June 2022, Government published data shows there were **8,312** children in temporary accommodation in Birmingham, **3,649** in Manchester & **57 in Newcastle**

3

Sustain a home
Nonrecurring, no evictions into homelessness

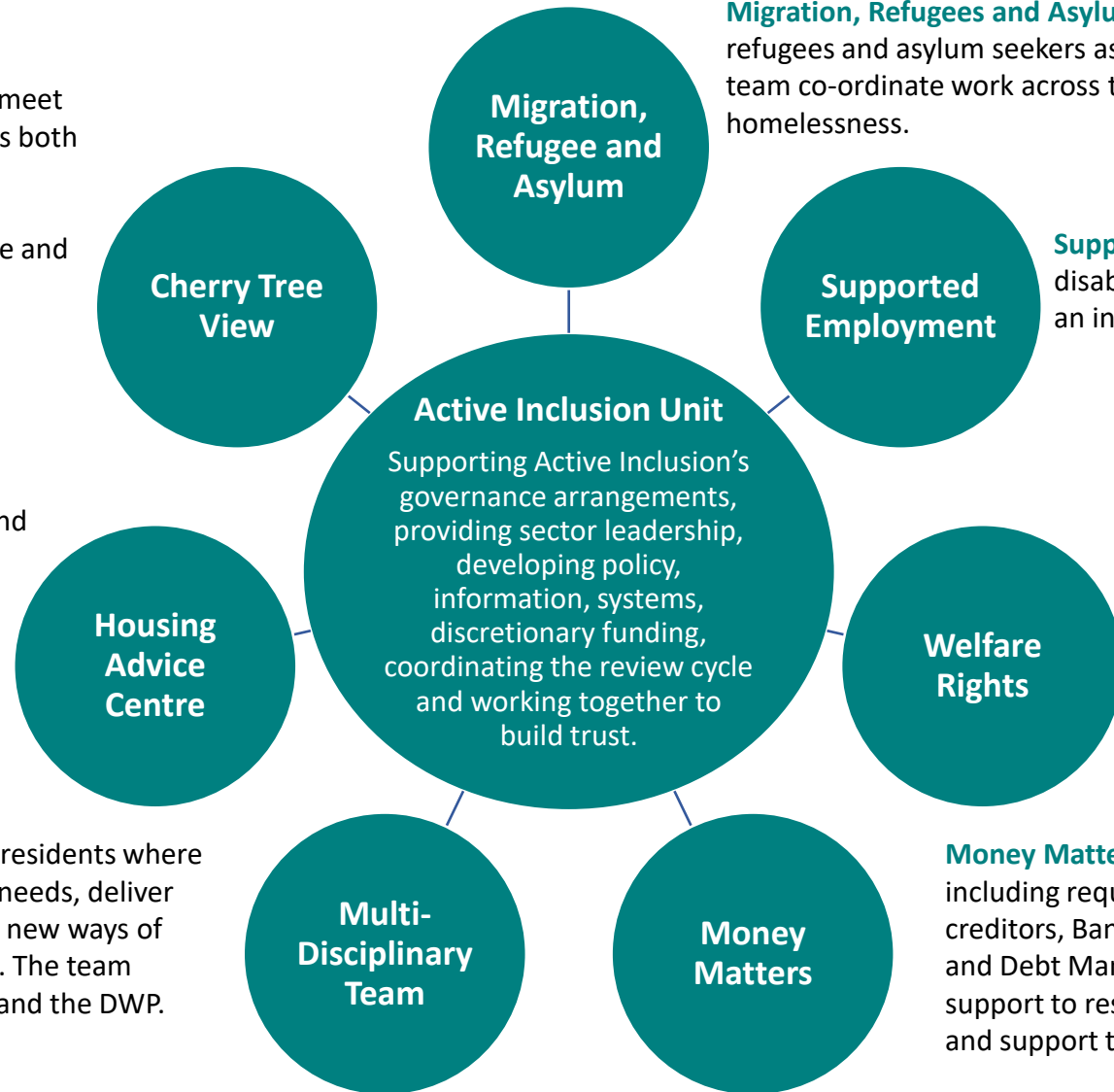- **There were 0 evictions from YHN into homelessness in Q2 (Q1:1).**

Our workforce and what we do

Cherry Tree View – provision of temporary accommodation to homeless households to meet statutory responsibilities. The service delivers both housing management and support services. Support includes sustaining a securing a sustainable move on offer and helping people and families to navigate the experience of homelessness.

Migration, Refugees and Asylum - leading responses to the integration of migrants, refugees and asylum seekers as part of Newcastle's aim to be a City of Sanctuary. The team co-ordinate work across the city to support integration and reduce the risk of homelessness.

Supported Employment – helping people who have a disability to find work and stay in work. Providing people with an income which helps them to sustain a tenancy.

Housing Advice Centre – providing statutory homelessness advice and assessment duties and making decisions on homeless applications. Officers provide advice and information to residents who are at risk of homelessness.

Welfare Rights – providing benefits advice to vulnerable residents in Newcastle. This includes targeted welfare benefits take up work, appeal representation, better off calculations and advice around welfare reforms. The service helps to maximises income for residents.

Multi-Disciplinary Team – proactively identify residents where existing services are not meeting the person's needs, deliver integrated case work and identify learning and new ways of working. Working creatively to solve problems. The team includes Welfare Rights, Money Matters, YHN and the DWP.

Money Matters – provide access to specialist debt solutions including requesting moratoriums, negotiating with non-priority creditors, Bankruptcy, Debt Relief Orders, Administration Orders and Debt Management Plans. Debt Advisors provide budgeting support to residents to enable them to prioritise rent payments and support them to live a life without excessive debt.

Circles diagram

- Migration, Refugee and Asylum
- Cherry Tree View
- Supported Employment
- **Active Inclusion Unit** — Supporting Active Inclusion's governance arrangements, providing sector leadership, developing policy, information, systems, discretionary funding, coordinating the review cycle and working together to build trust.
- Housing Advice Centre
- Welfare Rights
- Multi-Disciplinary Team
- Money Matters

Services that we commission (Core Funded)

	Homeless Prevention and ST Relief	Citywide Supported Accommodation	SA for Young People	IS/SA/FS People with Mental Health Problems	YHN Advice and Support	SA / Advice and Support 16-21	Multiple Exclusion Team (Outreach)
Who is it for?	Eligible single homeless people and couples who are 18+	Eligible single homeless people and couples	Young people (16-24) at risk / threatened with / presenting as homeless	Single people 18+ with mental health problems	Single people and couples who require pre tenancy and tenancy sustainment support	Young people (16-21) who are at risk of / threatened with / presenting as homeless	People who are rough sleeping
What does it pay for?	Relief accommodation in the east and west of the city. (**255** units of varying need)	**468** units of supported accommodation	**96** units of accommodation (single site and dispersed) **2** emergency rooms	**83** units of accommodation and **70** units of floating support	Provision of advice and support to prepare / support YHN tenants	**26** units of supported accommodation and advice and support	MET offer support to rough sleepers to enable them to engage with services. (0-30 individuals)
How much does it cost?	£1,035,232	£1,193,134	£436,943	£488,515	Funded through Housing Revenue Account	Funded through the Housing Revenue Account	£224,512

Services that we commission (Grant Funded)

Rough Sleeping Initiative (RSI) (2022/23 – 2024/25)

- Prevention - Activities to stop people sleeping rough for the first time
- Intervention - Support for those currently sleeping rough to move off the streets
- Recovery - Support for those who have slept rough to ensure they do not return
  Systems Support - Systems and structures to embed change and monitor progress

Housing First: 2 X YHN Housing First Support and Progression Workers	£218,164
Rapid Re-Housing Pathway: 3 X YHN Support and Progression Workers	£216,724
Somewhere Safe to Stay Hub and Co-ordinator	£156,000
Reconnections Navigation	£79,103
Personalisation Fund	£140,000
Headroom: preventative approach to ensure short term relief	£166,427
Accommodation and Procurement Management	£110,000
Health and Social Care Integration Programme Lead	£142,146
Prevention, tenancy sustainment and income maximisation	£191,591
Employability opportunities	£94,231
Clinical psychologist	£137,482

Rough Sleeping Accommodation Programme (2022/23 – 2024/25)

- Are co-produced and respond to local need
- Deliver Move-On homes rather than long-term supported housing (tenancies for a maximum duration of two years) and support for people rough sleeping or those with a history of rough sleeping, to achieve a sustainable reduction in rough sleeping
- Use capital and or revenue funding to achieve this reduction

	Capital	Revenue
YHN: 50 long-term voids across the city brought back into stock	£174,987	£769,456
Tyne Housing: 16 units across the city provided on a repair or purchase basis	£661,200	£661,200
Home Group: Hub and spoke model comprising of 12 units on a single site and 8 dispersed units	Capital – Home Group funding capital works	£435,000

Active Inclusion Newcastle – visualising our system's aims & outcomes

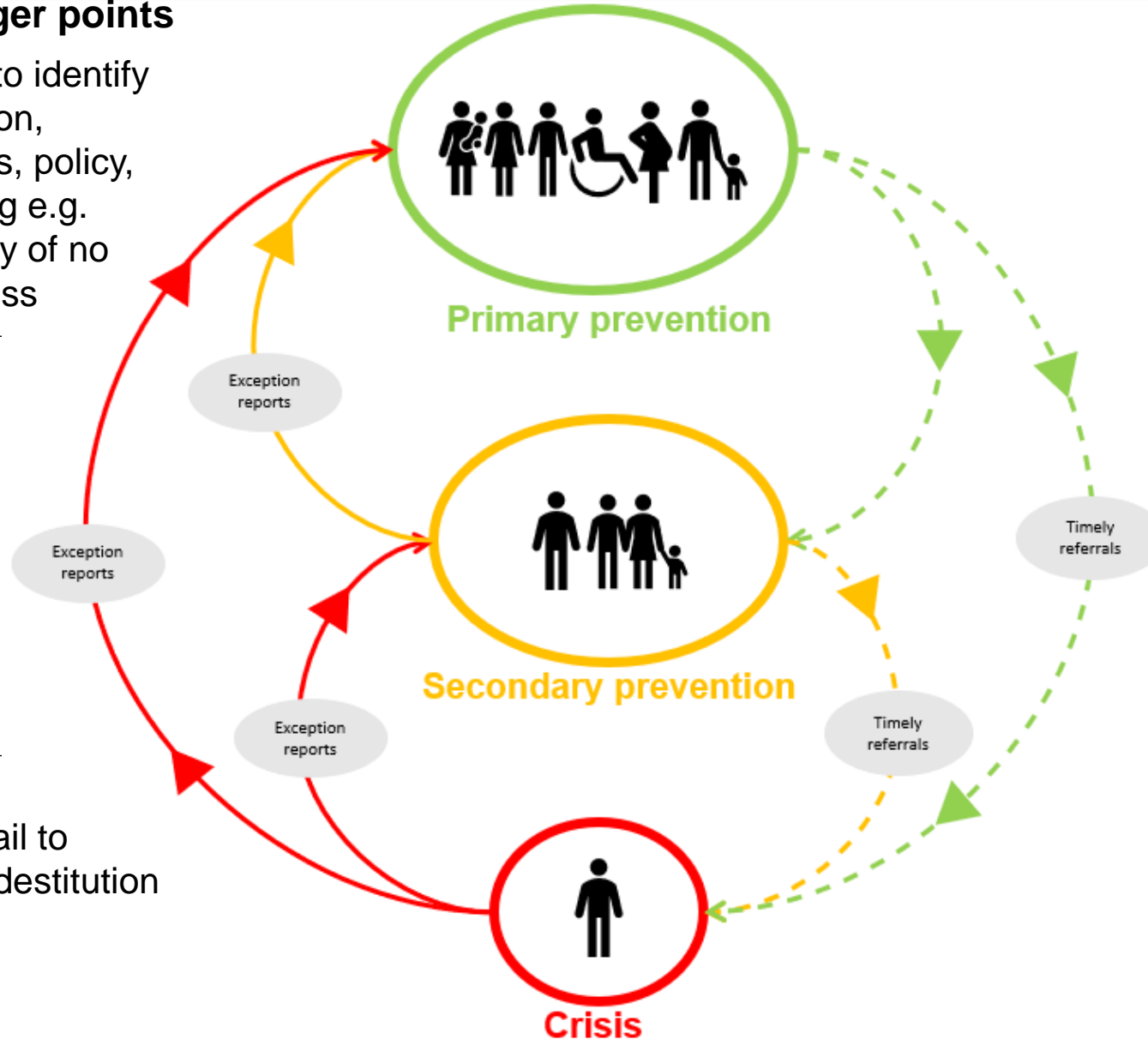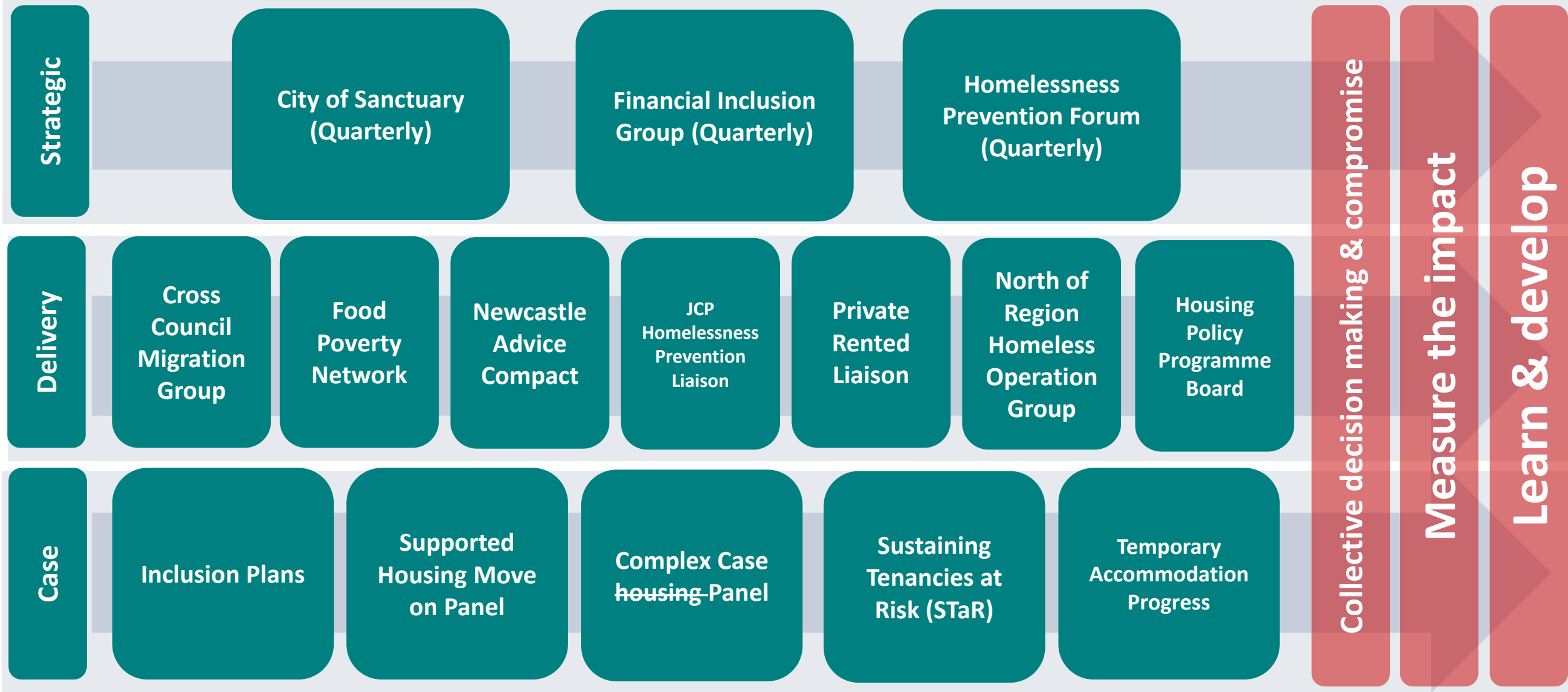**Our approach – understanding & connecting with residents' touch & trigger points**

- Collaborating & adapting to identify & prevent crisis: information, training, evidence, reviews, policy, protocols & commissioning e.g. YHN & Home Group policy of no evictions into homelessness

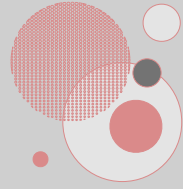- Targeting specialist advice & support to vulnerable groups

- Exception reports, to identify prevention opportunities

- Catching residents if we fail to prevent homelessness & destitution

Using feedback loops to improve outcomes

Examples 2021-22

- 230,000 InformationNow visits
- 92,994 website visits
- 3,586 information subscribers
- 392 people trained
- 144 partner agencies

- 27,555 residents advised
- 4,569 cases of homelessness prevented
- 19,360 residents helped to secure £20,276,427
- 3,452 residents received debt advice
- 1,073 non-emergency admits to supported accommodation

- 250 individuals found sleeping rough – all offered somewhere safe to stay
- 0 B&B use
- 0 YHN evictions into homelessness
- 429 emergency bed admits

Primary prevention

Secondary prevention

Crisis

Exception reports

Timely referrals

Governance & the partnerships that we support

Strategic

- City of Sanctuary (Quarterly)
- Financial Inclusion Group (Quarterly)
- Homelessness Prevention Forum (Quarterly)

Delivery

- Cross Council Migration Group
- Food Poverty Network
- Newcastle Advice Compact
- JCP Homelessness Prevention Liaison
- Private Rented Liaison
- North of Region Homeless Operation Group
- Housing Policy Programme Board

Case

- Inclusion Plans
- Supported Housing Move on Panel
- Complex Case ~~housing~~ Panel
- Sustaining Tenancies at Risk (STaR)
- Temporary Accommodation Progress

Collective decision making & compromise

Measure the impact

Learn & develop

Learning Cycle

1. Understand the system, look for themes and patterns.

2. Co-design to produce different outcomes.

3. Experimentation / exploration.

4. Embedding and influencing.

5. Managing and governing learning cycles.
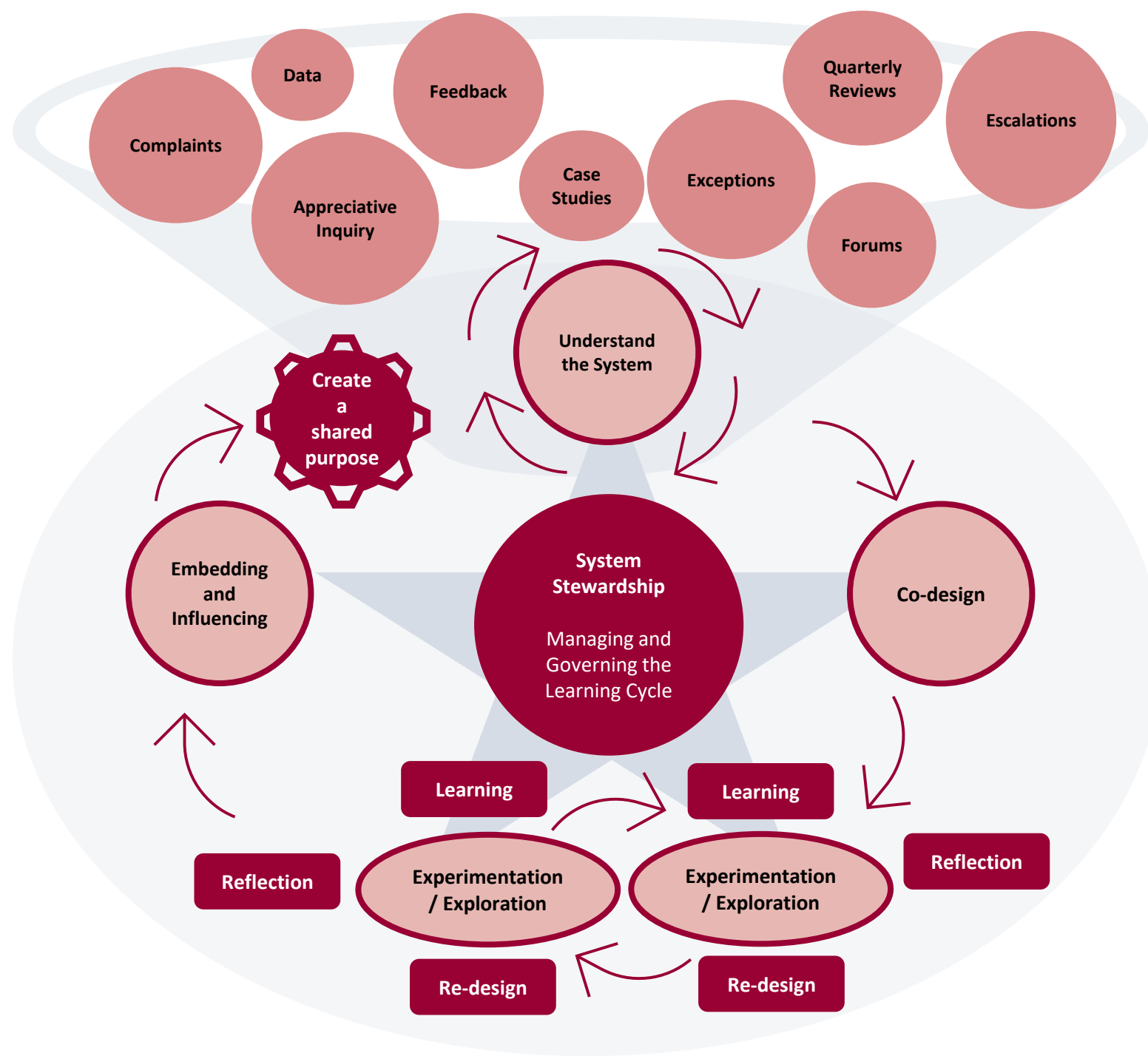
How we communicate

Internal

- Team meetings
- 1:1's
- Staff Newsletter
- Staff Briefings
- Quarterly Performance Scorecard
- Service Plan
- Portfolio Holder Briefings
- Case studies

Partners

- Weekly email Active Inclusion email
- Newcastle City Council webpages
- InformationNow
- Forums
- Training Programme
- Case studies

Public

- NCC Website
- NCC Social media
- Touchpoint interactions
- CityLife
- Case studies

Our core message

We aim to make it everyone's business to prevent financial exclusion and homelessness by coordinating support for residents to have the foundations for a stable LIFE.

Supporting messages

"Prevent a problem like debt from becoming a crisis like homelessness"
"Moving from connection to connection"
"Making prevention visible, closer and consensual"
"Ready to live not just ready to let"
"Making rough sleeping rare, brief and non reoccurring"

Our learning and development programme

## Money management and information

What it covers
Preparing professionals to talk to people about money to identify any financial problems. Know where people can be signposted to for budgeting or debt advice.

Why it is important
Unmanageable debt can have a detrimental impact on someone's life. Early intervention and budgeting support can help prevent a problem like debt from becoming a crisis like homelessness.

Benefits
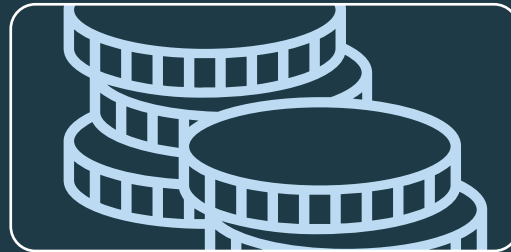
What it covers
Raising awareness that a lack of income can cause problems and that actions or inactions can lead to benefit problems like sanctions.

Why it is important
Each year approximately £15b worth of means tested benefits go unclaimed. By maximising people's income we can protect against the impact of the cost of living crisis and the risk of homelessness.

Housing and homelessness

What it covers
Preparing professionals to talk to residents about their housing situation to identify housing or homelessness problems. Know where people can be signposted to for housing or homelessness advice.

Why it is important
Everyone has a role to play in preventing homelessness. Getting the right advice early on can prevent crisis.

Our learning and development programme

		Training Topic		
		Money Management and Information	**Benefits**	**Housing and Homelessness**
Tier	**Tier 3**	Debt advisers who work in organisations that are either authorised by the FCA to provide 'debt counselling' or are exempt from the requirement to obtain authorisation (e.g. local authorities). Examples: • Specialist debt advisers: Citizens Advice Newcastle and Money Matters (Newcastle City Council) • National organisations: National Debtline, Payplan, StepChange	Benefits Advisers, i.e. those listed in 'Where to get advice in Newcastle' and at tier three in InformationNow	Advisers who work in specialist housing and homelessness roles. Examples: Housing Advice Centre, Shelter, Solicitors holding legal aid contract for Housing, YHN Advice and Support Workers, Private Rented Service.
	Tier 2	Frontline staff and volunteers whose job is to provide budgeting advice and help people negotiate repayments for priority debts and some non-priority debts. Examples: Your Homes Newcastle (YHN) Support and Progression Workers, Financial Inclusion Team and Young People's Service Project Workers, housing associations' Money Advisers, Citizens Advice Newcastle volunteers, supported housing support workers and floating support workers.	Citizens Advice Bureau (CAB) volunteer, Social Worker, supported accommodation worker, tenants association worker, Sure Start worker, health worker, Advocacy Centre North worker. Some in tier two may provide more than the expected role but they are not in tier three, such as Debt Advisers, Housing Support Officers Voluntary inclusion as 'tier two' in InformationNow	Frontline staff whose job is to provide housing and homelessness advice to help residents to resolve their housing problems. Examples: Crisis Skylight, Fulfilling Lives, Private Rented Service, Your Homes Newcastle (YHN) Housing Offices, YHN Young People's Service Project Workers, Housing associations support staff, Citizens Advice Bureau (CAB) volunteers, supported housing support workers and floating support workers
	Tier 1	Frontline staff and volunteers who come into contact with people who have money problems but do not provide budgeting or debt advice. Examples: customer service staff, librarians, community champions and volunteers, faith groups, trainee support workers, trainee social workers and local authority housing benefit and local taxation officers.	Frontline staff and volunteers who come into contact with people who may need benefits advice. Customer Service Centre and library staff, receptionists, Housing Support Assistants (Cherry Tree View), frontline staff, care assistants, community organisations, community champions and volunteers, faith groups.	Frontline staff and volunteers who come into contact with people who have housing problems. Examples: Customer Service Centre and library staff, receptionists, Housing Support Assistants (Cherry Tree View), frontline staff, care assistants, community organisations, community champions and volunteers, faith groups, Sure Start worker, health worker,

# Touch, trigger and transition points

Touch

Trigger

Transitions

We develop relationships and escalation pathways with key touchpoints including the Jobcentre, West End Foodbank, Family Hubs & Libraries.

We promote financial inclusion & homelessness prevention at trigger points for example when people have rent or Council Tax arrears.

We identify transition points for example 1,000+ refugees, 6,000+ children impacted by 2 child benefit limit losing over £2,900 a year

Awareness raising: financial inclusion & homelessness prevention information & training helps to make it everyone's business to:
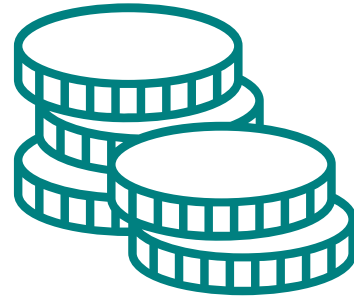
Maximise Income: make sure people receive income entitlement & tailor employment support & recruitment

Reduce expenditure: prevent a problem like debt becoming a crisis like homelessness

Key Performance Indicators

1
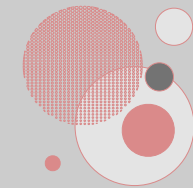
Off the street
Rare, no one sleeps rough or returns to the street

- Average number of people found rough sleeping per night
- Percentage of identified rough sleepers with existing accommodation, an offer of somewhere to stay or offer of re-connection
- Number of individuals either owed a HRA homelessness duty or found rough sleeping
- Number of repeat homelessness or repeat rough sleeping
- Percentage of people provided with a positive outcome
- Number of individuals without a positive outcome

2

Into a home
Brief, no B&B, limited time in homelessness accommodation

- Number of refugee households permanently rehoused
- Number of new refugee households
- Number of people admitted to temporary accommodation
- Average length of stay in temporary accommodation
- Maximum length of stay in temporary accommodation

3

Sustain a home
Nonrecurring, no evictions into homelessness

- Number of people supported to gain employment
- Number of new supported employment cases open
- Number of people provided with debt advice
- Number of people provided with benefit advice

Off the street

Overarching aim

We aim to know each person who is rough-sleeping by name, in real time to better understand their circumstances and what they want to happen, we use this information to create a personalised plan with the clear intention of making sure that their experience of homelessness is rare.

Hypothesis

Working with intensity on a daily basis to know by name people who are found sleeping rough and ensure that an offer of accommodation or re-connection is made for each person.

By working closely with the person, the Multiple Exclusion Team and other Local Authorities to proactively ensure successful offers of accommodation or re-connection.

Blocks of work

- Ensuring a focus on the voice of the person and a picture of their circumstances

- Establishing a Multi-Disciplinary Team for Rough Sleeping

Key performance indicators

- Average number of people found rough sleeping per night

- Percentage of identified rough sleepers with existing accommodation, an offer of somewhere to stay / re-connection

- Number of individuals either owed a HRA homelessness duty or found rough sleeping

- Number of repeat homelessness or repeat rough sleeping

- Percentage of people provided with a positive outcome

- Number of people without a positive outcome

Impact

Q1 2022/23

- 12 found on average per day

- 20 highest number found

- 43 found on only one occasion

- 24 found more than 10 times

- 38 had accommodation

- 13 offered & accepted reconnection (12 refused)

- 2 offered & accepted accommodation (13 refused)

Risks

- Cost of living pressures and increasing numbers of people found rough-sleeping

- Offers of re-connection requires collaboration with other Local Authorities.

Learning

Into a home

Overarching aim

To ensure that the supply of accommodation is sufficient to meet demand.

Hypothesis

We use our Whole Housing System approach to assess, decide, implement and review.

We use our move-on panels to provide a focus on flow through the system and availability of accommodation.

Incorporating support for refugees and asylum seekers into our whole housing system framework to reduce the risk of homelessness.

Blocks of work

- Developing a City of Sanctuary Strategy
- Re-commissioning of contracts connected to homelessness
- Aligning wider commissioning opportunities
- Procuring a Case Management / Resource Allocation System
- Using data and performance indicators to shape process and resource allocation

Key performance indicators

- Number of refugee households permanently rehoused
- Number of new refugee households
- Number of people admitted to temporary accommodation
- Average length of stay in temporary accommodation
- Maximum length of stay in temporary accommodation

Impact

Q1 2022/23

- 0 B&B use in Q1 2022-23
- Average time in CTV: 52 days, up from 41 days in Q4 21-22
- 163 refugee households presented at HAC, 186 Ukrainians hosted
- Average time in commissioned accommodation at quarter end
- Emergency beds: 34 days
- Short Term Relief: 174 days
- Supported: 390 days
- Mental Health Integrated Service: 2,098 days

Risks

- Increasing pressures within the system including the number of voids.

Learning

Sustain a home

Overarching aim

Our Sustaining Tenancies at Risk (STaR) policy outlines our ambitious aim to ensure that nobody is evicted from social landlord housing into homelessness. YHN and Home Group have committed to this policy aim.

Hypothesis

We know that making a difference to people's lives is about more than easing financial pressures. By supporting people to maximise their income we help to reduce the feeling of insecurity that worrying about becoming homeless can create. We work to create a sense of understanding and support not judgement of residents who are experiencing poverty.

Blocks of work

- Embedding the principles of safeguarding

- Reframing the Supported Employment Service to focus on the IPS model.

- Strengthening alignment in Early Help and Family Hubs

- Working with Collaborative Newcastle to build whole system approach

- Work with the Centre for Homelessness Impact to develop a data set focussing on preventative measures

- Expanding the use of the Standard Financial Statement

- Cost of living crisis co-ordination

Key performance indicators

- Number of people supported to gain employment

- Number of new supported employment cases

- Number of people provided with benefit advice

- Number of people provided with debt advice

Impact

Q 1 2022/23

- 2 YHN evictions into homelessness

- 31 evictions from supported accommodation

- 2 found sleeping rough post eviction

Risks

- Rising demand for support services

- Pressure on voids and move on

Learning

- Appreciative Inquiry into 1 eviction into homelessness identified a series of learnings points and recommendations

Our vision

Maintain

- Maintain our relative success in relation to our three key performance indicators.

- Our ability to maintain our service as well as delivering any required budget reductions.

- Whole system approach to housing with a flow through the system allowing supply to meet demand.

Strengthen

- Expand policy of no evictions into homelessness into other housing providers

- Extend use of standard financial statement

- Strengthen multi-agency panel approaches

- Extend the scope of our partnership arrangements and reporting to cover a broader view of poverty and the impact of our responses.

- Extend the reach and response of our touch, trigger and transition points to co-ordinate targeted support which makes a measurable difference to the lives of residents in Newcastle.
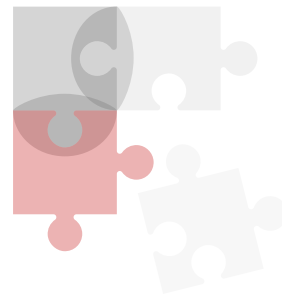
Build

- Relational responses which support organisations to prevent financial exclusion and homelessness

- Build understanding of psychologically informed ways of working.

- Closer relationship between our resources allocation, our Key Performance Indicators and our Learning Cycle.