



Delivering Social Inclusion

The role housing associations can play in PSA 16



PSA 16

INTRODUCTION

1

As independent, not-for-profit organisations that provide homes and support for people in need, as well as wider community services, housing associations are vital partners in delivering social inclusion.

A home should be the foundation for security, resilience, skills for independent living and employment. This aspiration is expressed in one of the government's goals for social inclusion, Public Service Agreement (PSA) 16.

This publication explains some of the opportunities PSA 16 offers, and the practical issues involved in delivering homes and jobs for adults at risk of social exclusion. It gives examples of how housing associations and support providers help to deliver settled accommodation to socially excluded groups.

If you work in a housing association or support provider, we hope this publication will make PSA 16 clear and practical. It is likely to highlight areas where your services already deliver PSA 16 outcomes, and may offer ways in which you can use PSA 16 as a lever for better partnership working with local commissioners and other agencies.

If you work for a local authority or as part of another statutory organisation that commissions services for socially excluded groups, this publication showcases ways in which you can work with housing associations and support providers to maximise the impact of your work on PSA 16.

Contents

Section 2 An overview of PSA 16, page 3

Section 3 Planning and commissioning services, page 5

Section 4 Improving supply and access to housing for socially excluded groups, page 8

Section 5 Improving service delivery, page 11

Section 6 Connecting services through joint working, page 14

20%

of care leavers experience homelessness within two years of leaving long-term care.

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1 in 4

tenants with mental health problems have serious rent arrears and are at risk of losing their home.

WHY FOCUS ON PSA 16?

2

What is PSA 16?

Public Service Agreement 16 is one of the government's top delivery priorities. It aims to ensure that some of the most socially excluded adults have the opportunity to get back on the path to a more successful life, by increasing the proportion that are in settled accommodation and in employment, education and training. It covers four specific client groups:

- Offenders under probation supervision
- Care leavers at age 19
- Adults with moderate to severe learning disabilities
- Adults in contact with secondary mental health services.

A link to specific definitions of what constitutes settled accommodation and employment for each group is provided at the end of this section. Generally, settled accommodation means the occupier has security of tenure or residence in their usual accommodation, or they live in a household which has such security. This could include, for instance, being an owner occupier in a shared ownership scheme, a tenant in social housing, the private rented sector or in settled mainstream housing with families and friends.

There are eight National Indicators (NIs) that track the delivery of the PSA (NIs 143-150, see the Find Out More section). Even if your local area has not selected PSA 16 indicators as targets in the Local Area Agreement, all areas have to report against the indicators for settled accommodation and employment for

each of the client groups through the Comprehensive Area Assessment. Several other national indicators measure activities that can contribute to PSA 16 outcomes (eg reducing re-offending, or vulnerable people achieving independent living). Delivery of PSA 16 is co-ordinated at the regional level by the government offices.

Why does PSA 16 matter?

Having a suitable and settled home can transform people's lives. It is the base from which people can build a better quality of life, access employment and training, improve their health and achieve greater independence. This also delivers wider benefits to society, including safer communities and a reduced need for acute and emergency services.

Many people in the PSA 16 client groups face a difficult transition, like leaving prison or long-term care. This makes them particularly at risk of being excluded or falling between the gaps in services. It also means that the client groups are already involved with services that can, and should, make a difference.

Accessing and maintaining settled accommodation can be a particular problem for PSA 16 clients.

- One in four tenants with mental health problems have serious rent arrears and are at risk of losing their home.¹
- Up to one in five of those in care experience homelessness within two years of leaving long-term care.²

¹ Social Exclusion Unit, Social exclusion and mental health, (ODPM, 2004)

² Biehal et al, Moving On: Young People and Leaving Care Schemes, (HMSO, 1995)

£23,000

The approximate average annual cost per individual to services for people with chaotic lives and multiple needs.

Providing assistance and support with housing can have a significant, positive impact on the individual as well as the wider community.

- Having stable accommodation reduces the risk of re-offending by a fifth; being in employment reduces the risk of re-offending by between a third and a half.³
- The average annual cost to services for people with chaotic lives and multiple needs is approximately £23,000 per individual.⁴
- It is estimated that for every pound invested in housing related support, over two pounds of savings are generated by avoiding more costly interventions.⁵
- Housing related support can deliver better outcomes and cashable savings to health and adult social service budgets, through for example, the avoidance of hospital admissions and reduced numbers of looked-after children.⁶

All organisations that support people at risk of exclusion want to develop more coherent and personalised services. PSA 16 can help to:

- **Focus effort and attention** by helping put a spotlight on housing and employment outcomes for socially excluded adults
- **Encourage prevention** and early intervention, by focusing on transition points when individuals can be helped to avoid long-term exclusion
- **Improve joint working:** acting as a lever to get new or existing partners round a table.

Why are housing associations and support providers key partners?

Housing associations are independent, social businesses. Understanding and meeting the needs of their residents and clients is a central part of their purpose and drives what they do. Housing associations and support providers play a variety of roles in helping improve outcomes PSA 16 groups, including:

- **Increasing the range of housing options** available, providing more settled accommodation and working with partners to improve access to existing stock
- Delivering **tailored care and support** services to help clients access accommodation and thrive in their own homes
- **Understanding the gaps** in current provision and the routes clients take through services
- Providing a focus on **increasing independence**, developing skills for independent living and working and re-engaging with mainstream services
- **Working in partnership** with a number of agencies and using their expertise and resources to meet shared local priorities.

Find out more:

- The new performance framework for local authorities and local authority partnerships: single set of National Indicators
www.communities.gov.uk/publications/localgovernment/nationalindicator
- CLG accommodation self assessment toolkit for socially excluded adults public service agreement
www.communities.gov.uk/publications/housing/accommodationtoolkit

³ Social Exclusion Unit, Reducing re-offending by ex-prisoners (Cabinet Office, 2002)

⁴ Social Exclusion Unit, Reaching out: an action plan on social exclusion (Cabinet Office, 2006)

⁵ Capgemini, Research into the financial benefits of the Supporting People programme, (CLG, 2009)

⁶ CSED, Support related housing www.dhcarenetworks.org.uk/csed/Solutions/supportRelatedHousing/



PLANNING AND COMMISSIONING FOR BETTER SERVICES

3

To deliver the outcomes of PSA 16, the right services need to be planned, prioritised, and commissioned.

Working to deliver PSA 16 outcomes can help **local authorities** commission and purchase housing services more effectively, for example:

- PSA 16 data can be used to help support local needs analyses which can help commissioners and providers sharpen their focus on specific needs of vulnerable adults in their area
- The PSA 16 agenda can be used to bring potential partners together for joint commissioning, mapping out current gaps in provision and barriers to making progress locally. This includes co-ordinating the supply of accommodation with the commissioning of care and support, and joining up assessments of need and outcomes across housing, health, social care and children's services
- Consulting housing and support providers when designing or reviewing services to access their experience and expertise in supporting PSA 16 clients.

Housing associations and support providers can:

- Use the PSA 16 agenda, and the data and information emerging from it, to influence local and regional strategies and their own business plans
- Engage with appropriate local forums and discussions on PSA 16
- Consider the evidence and information they have which will help communicate their contribution to PSA 16 to statutory partners
- Continue to challenge themselves to keep users at the heart of their services, and feed their experience into the design and delivery of services.

Delivering PSA 16 requires a mix of services to meet the diverse needs and aspirations of PSA 16 client groups and to take a long-term approach to improving outcomes. Commissioners and providers can respond to, and take advantage of, changes in funding for care and support services to make this happen.

Many local areas have used the governance of the Supporting People programme to take a more cross-cutting approach to commissioning. This has helped link housing related support into other services like housing, health, probation, children's services and drug and alcohol services. The removal of the Supporting People ringfence opens up the possibility of more flexible joint commissioning. This might include working across local authority boundaries and aligning or pooling budgets for support with care and health funding to purchase a more joined-up service.

There is a cross-government commitment to greater choice and control for service users of social care. *Putting people first* prioritises self directed support, person-centred planning and giving people greater control over decisions about their lives. It seeks to increase the number of people with a personal budget or funding for resources to allow them to buy their own services. Block contracting for services by local authorities will decrease, supported by a shift of resources away from intensive social care to support services to help people live in the community and participate as active citizens.

up to **1 in 5** of those in care experience homelessness within two years of leaving long-term care.

Support through transition

Three Rivers Housing Association and the Richmond Fellowship

Three Rivers Housing Association and the Richmond Fellowship created a supported living service, St Stephen's Close in County Durham, to help people step down from psychiatric hospital to independent living. The service was developed in partnership with the Primary Care Trust and social services, who identified the need for more independent living solutions for the client group and worked together to jointly commission the service.

St Stephen's has eight self-contained flats with 24-hour support built around a communal space. Support helps residents to develop the skills to manage their own tenancies, become active in the community, live independently and access other therapies.

Five spaces are block purchased by the PCT as a step-down facility to enable prompt discharges from psychiatric hospitals, others are paid for by Durham Social Services to help clients to live more independently in the long term. St Stephen's increases the accommodation

choices available to people with moderate mental health needs and helps earlier discharge from hospital, reducing the demand on acute services. By supporting residents to live more independently in the community, the service lessens the likely future demands on the community mental health, youth offending and drug action teams in the Wear Valley. Residents are more able to contribute to their community and benefit from informal support.

Floating support is a key part of the package for move on from the scheme. The project provides four weeks of floating support to residents moving on to general needs accommodation to smooth their transition. Between 2005 and 2008, four residents moved on and sustained their tenancies. It is estimated that St Stephen's Close saves the wider health and social care system an average of £22,000 per client per year compared to residential care.



Collaborative commissioning

North West London Learning Disability Project

The North West London Learning Disability Project is a collaborative project by six north west boroughs for the development of specialist and intensive supported living services for people with learning disabilities and complex/challenging behaviour or mental health needs. The project originated from a group of joint commissioners who realised that their areas all had the common issue of a small number of residents who had complex needs that could not be met by existing accommodation options and were housed in out-of-borough, long-stay hospitals and NHS campus provision.

The project is developing a targeted core and cluster of intensive supported independent living services for eight to 10 people, mainly sited in Brent and Ealing. Each service user will have their own flat and receive support from C/Y, a partnership of London Cyrenians and Yarrow Housing, which has expertise in offering tailored support to people who have complex needs including autism and dual diagnosis. Bringing this expertise and support model into the areas reduces the need for out-of-borough placements.

All the local authority teams involved have invested staff time to develop a joint approach to the service. This has included intensive work on tendering and contracting processes and developing a partnership agreement to cover issues including referral protocol, ordinary residence and void costs. Learning points so far have included:

- The importance of getting clarity over the governance arrangements for joint commissioning to provide clear direction and control
- The need to articulate clear aims and tangible benefits for all authorities involved
- Investing time in developing the right systems and processes to deliver effective joint commissioning.

The project is in its early days, and two of the first three residents are from out-of-borough placements. There have also been positive outcomes from the joint commissioning process, with the partners collaborating better across their work beyond this project.

Find out more:

- **Supporting People: guide to accommodation and support options for people with mental health problems (2005)** tinyurl.com/yb2zhrh
- **Homelessness prevention and meeting housing need for (ex)offenders: a guide to practice (CLG, 2009)** www.communities.gov.uk/publications/housing/homelessnesspreventiononguide
- **Department of Health Care Networks** www.dhcarenetworks.org.uk.

‘It has given me choice, I am not passing through anymore. I am growing roots.’



IMPROVING SUPPLY AND ACCESS

PSA 16 covers a range of client groups with diverse needs and aspirations. To deliver PSA 16 outcomes, local partners need to offer a range of housing options to meet the diversity of needs. This includes specialist accommodation, general needs housing, support to access the private rented sector and different home ownership options.

Developing new accommodation

For some PSA 16 clients, specialist accommodation is the most appropriate way to meet their needs. Thorough needs analysis and identification of gaps in services should be carried out before considering developing new specialist accommodation. This may be through remodelling existing buildings or developing new stock. New specialist accommodation may require a mix of capital funding sources including social care, health funding from a Primary Care Trust, or from the Homes and Communities Agency (HCA) National Affordable Housing Programme (NAHP).

PSA 16 data can be used alongside other locally available needs information to get a clear picture of the local needs for housing and support. The HCA makes funding decisions based on a single conversation between the HCA and individual local authorities, which agrees priorities for planning and investing in housing and regeneration. For the HCA to be able to invest in specialist housing for PSA 16 clients, the need and prioritisation for such housing should be highlighted by the local authority as part of this process.

Specialist housing for PSA 16 client groups may be temporary or permanent, for rent or low cost home ownership through the HCA's Home Ownership for People with Long-term

Disabilities (HOLD) product. The single conversation will also be the route for discussing priorities for developing new general needs housing which may benefit PSA 16 clients.

Increasing access to existing housing

Making the best use of existing stock is important to deliver PSA 16 outcomes. Local authorities can work with housing associations to improve access to existing housing stock to PSA 16 client groups in a number of ways, including:

- Working with partners to provide floating support to help individuals with support needs live more independently in general needs housing
- Supporting nomination and move-on agreements between providers and authorities
- Helping individuals with the practical needs of moving on through tenancy deposit schemes and providing or working with partners to provide pre-tenancy workshops.
- Providing assistive technology, telecare and supported living solutions to help people move out of residential care
- Offering shared ownership solutions to increase the range of housing options available to PSA 16 client groups
- Joint working between health, social care, housing and support providers to help vulnerable adults access general needs housing through choice-based lettings.



Creative solutions for clients with long-term disabilities

Southdown Housing Association

HOLD, a product of the Home and Communities Agency, opens up home ownership to people with a long-term physical, mental or learning disability. Southdown Housing Association has operated a shared ownership scheme since 2006 and will have 30 shared owners by 2011. It combines homes purchased through the HOLD scheme with a personalised approach to support planning to allow the residents to maximise their independence and control over their accommodation and support.

D is a 56-year-old woman with mental health difficulties who wishes to remain anonymous. She has lived in supported housing for many years. D was ready to move on but finding suitable accommodation became difficult when her mental and physical health deteriorated. She found it difficult to live alongside her neighbours; she wanted to live on her own though she was initially unsure about shared ownership as she was concerned about the stress of the purchasing process and the responsibilities of ownership.

Southdown's shared ownership co-ordinator, housing support workers and local special needs housing officer worked closely with D to develop a support plan that involved purchasing a shared ownership house from the open market under the HOLD scheme that met D's requirements. This included a quiet neighbourhood with her own private space, and choice and control over the selection of fixtures, fittings and adaptations to the property. This was combined with additional support to help her manage and develop greater independence through the process. She said: 'It has given me choice. I am not passing through anymore. I am growing roots. Good roots.' One year on, D is very positive about her future, her mental health is improving and she enjoys her status as a homeowner.

Find out more:

- **HCA National Affordable Housing Programme**
www.homesandcommunities.co.uk/national_affordable_housing_programme
- **Housing Options guide on HOLD** www.housingoptions.co.uk/ho2/ho2/hold.asp.

'consultation and involvement are critical'

Remodelling accommodation for independent living

Orbit Heart of England

Orbit Heart of England manages a number of sheltered housing projects for older people. Discussion with partners and statutory agencies highlighted an unmet local need in Attleborough in Norfolk and Ipswich in Suffolk for supported housing for adults with moderate learning disabilities.



The former residential warden houses were remodelled into shared accommodation for adults with learning disabilities with 24-hour staff support on

site, provided in partnership with local specialist support agencies. The bedsits were developed into designated move on accommodation from the shared houses. Residents are able to move into the shared house and develop the skills and confidence that they need to live more independently.

Consultation and involvement was critical to the process. This involved genuine dialogue between commissioners, providers and service users, as well as a number of visits to and from schemes for people with learning disabilities as well as from social care staff and support providers working with potential residents. The remodelled homes were brought into use gradually, so the needs of different client groups could be met and relevant neighbourhood services and projects developed. The younger adults have brought a lot of new energy and enthusiasm into the neighbourhood, which has prompted new activities and greater engagement.

5

IMPROVING SERVICES

Achieving better outcomes for residents and service users is an important issue for housing associations. Set at the heart of communities, housing associations are committed to listening and responding to their residents' needs, engaging them in their work and offering support and respect.

A significant proportion of lettings made in general needs accommodation are to tenants considered to be 'vulnerable'⁷, and many people in the client groups targeted by PSA 16 will be living in general needs accommodation. A key issue for all providers is how to build a coherent package of support around people's individual needs and aspirations. PSA 16 can provide a lever to getting the partnerships in place to make that a reality.

Preventing homelessness or a loss of independence

It is in the interest of everyone involved that all residents, particularly those who are vulnerable, can access support early on and feel part of the community.

Preventative support to particular clients at greater risk of losing their independence, or losing their tenancy and becoming homeless can include:

- A comprehensive needs assessment early on in a tenancy or before one is granted, led by a co-ordinator with links to a variety of services to ensure effective and timely referrals
- Getting a nominations agreement in place with the local authority as part of a homelessness prevention strategy
- Pre-tenancy workshops to help potential tenants through some issues about managing and sustaining a home before they move in
- Offering telecare and assistive technology to allow people to maintain their independence and homes in the community.

Tenancy sustainment

New Charter ROOTS project for ex-offenders

New Charter Housing Trust has set up a tenancy support scheme for prolific and priority offenders in Tameside (ROOTS). New Charter and local partners identified an urgent need to provide settled accommodation for ex-offenders to help reduce re-offending.

The Tameside Supporting People team funded the ROOTS project to provide housing for offenders linked to a package of intensive resettlement support to help offenders improve their wellbeing, engage in positive activities and move towards independence. The project team identifies appropriate housing and agrees tenancy conditions and bespoke support plans for each individual. Clients have frequent home contact including evening and weekends, and access to out-of-hours support if required. The project helps its clients connect with a number of other agencies and services in Tameside.

Positive working relationships with other agencies have been critical to effectively support and maintain tenancies. New Charter involves local police, probation, youth offending and sex offender management teams through the project's monitoring group which oversees the service. New Charter is also engaged in sentence planning meetings with clients so is involved at an early stage in planning support packages to meet individual needs and sharing information on service users.

There have been early signs of success. The 12 clients involved in the project have not re-offended and are making positive steps to re-engaging with the community. One service user who has never previously been employed has been successful in getting employment through ROOTS. Tameside Council have developed ROOTS from a one-year pilot to three-year service.

⁷ Housing Corporation, Vulnerable people in general needs housing (July 2008), www.housingcorp.gov.uk/upload/pdf/Thematic_Review_Vulnerable_people_general_needs_housing.pdf

40% of residents in rough sleepers' hostels in London were ready to move on but were unable to do so.

Planning and supporting move on

Housing associations and support providers work with statutory organisations to offer focused support to current tenants to help them move on to more independent living. This can include:

- Partnerships with floating support providers to help manage the transition from supported accommodation
- Working in partnership to provide linked move-on accommodation
- Supporting access to general needs and private rented sector housing stock; for instance, a tenancy deposit scheme that targets young adults leaving care, or ex-offenders.

Planning move on to the private rented sector

Look Ahead private rented sector project

Figures suggest around 40% of residents in rough sleepers' hostels in London were ready to move on but were unable to do so⁸. Hostels provide a vital role in alleviating homelessness and building skills, but cannot offer a long-term answer to housing need. As demand for social housing substantially outstrips supply, Look Ahead housing and care created a project to help more clients move on successfully from hostels to homes in the private rented sector (PRS).

Look Ahead works in London and the South East. Their PRS project focused on removing the barriers to move on, including a lack of partnership working, staff awareness and understanding of the issue and perceptions and preparedness of residents. The project established cross-agency 'access boards' to bring different partners together, map out available accommodation and make contact with private landlords. Look Ahead is developing a new PRS training programme for its staff and has produced a series of fact sheets, leaflets and resources to improve awareness about options in the private rented sector. Early intervention was also critical to successful move on. Clients who were nearly ready to move on were provided with targeted support to ensure they had the independent living skills and knowledge of their housing options to achieve this. Between 2008/09 and 2009/10 the number of residents entering the PRS from one of Look Ahead's central London hostels doubled.

Find out more:

- National Housing Federation, Unlocking potential: housing associations tackling worklessness tinyurl.com/yz8lsyg
- Advance, Gadgets, gizmos and gaining independence. Assistive technology and people with learning disabilities (2006) www.housingandsupport.co.uk/documents/AT_Report_Executive_Summary.pdf

⁸ Randall, G. and Brown, S. Review of hostels for rough sleepers in London, CLG (2007). www.communities.gov.uk/publications/housing/hostelsreview



Improving access to employment

PSA 16 targets bring together housing and employment outcomes. Supporting tenants into training and work, and tackling financial exclusion, are important parts of what housing associations can offer over and above their core function of providing housing and support. As employers, housing providers can also support people into work in their own organisations and by promoting careers in the housing sector.

Linking housing with employment

NomadE5, Moving On Up

NomadE5's Moving On Up project helps people with mental health problems into work placements for between four and 12 weeks.

NomadE5 support workers identify residents who would benefit from the work experience as a central part of their package of support that will help them build their skills and experience of independent living. Placements are offered with NomadE5 and its contractors and cover office administration, support work and training and practical skills in plumbing, painting, decorating and plastering. NomadE5 is setting up a training department which will involve residents in training other care and support providers.

NomadE5 is developing links with Jobcentre Plus to widen the range of placements on offer and introduce its residents to job opportunities that arise.

Since the launch of the scheme, three service users have been employed into the NomadE5 care and support team and a trainee support worker course has been developed for service users as a stepping stone to voluntary work.

Find out more:

- **Ministry of Justice, Housing and housing support resource pack (2008)**
noms.justice.gov.uk/news-publications-events/publications/guidance/
- **CLG Effective co-operation in tackling homelessness: nomination agreements and exclusions (2004)** www.communities.gov.uk/archived/publications/housing/effectivecooperation
- **Supporting People case studies: examples of local authorities and third sector organisations working together (2010)**
www.cabinetoffice.gov.uk/third_sector/casestudies/supporting-people-case-studies.aspx

6

WORKING TOGETHER BETTER

Collaboration between agencies is important to improving outcomes for vulnerable adults. There are several different routes to improving joint working between local statutory services and housing care and support providers, including formal protocols and agreements as well as more informal processes and ways of working. These help to ensure that housing and support providers understand their residents' needs, so they can be met with an appropriate support package, connect with other services and intervene early if problems arise.

Actively developing relationships using referral mechanisms, information sharing agreements and named contacts can help overcome some of the challenges to working across agencies.

Access to Housing information sharing protocol

The open exchange of information is a pre-requisite for effective partnership working. In 2007, the Housing Corporation published and piloted an information-sharing protocol to establish a national standard for information sharing about applicants for re-housing, adaptable to different agencies. The Tenant Services Authority is now the regulator for social housing in England. The protocol can be a useful tool, but is not a regulatory requirement.

The protocol is designed to get the right information in the right hands at the right time, and ensure that sources for more detailed information are clearly signposted to landlords. While there are concerns about data protection to manage, this protocol demonstrates that information sharing can be consistent with data protection principles and legislation, freedom of information, respect for privacy; and the need to keep information accurate and up-to-date. See the Find Out More section for details.

PSA 16 can be used as a lever to bring local partners together, and improve their understanding of the contribution housing and support makes to delivering local outcomes. For example, housing associations, support providers and local authorities can consider:

- Improving their links with lead professionals in the different service areas
- Joint training and induction meetings for care managers and support workers on housing, homelessness and care pathways for the different client groups
- Supporting champions in individual organisations who can promote, encourage or lead work between agencies and providers.

Find out more:

- Link Up, Link In: advice, guidance and information on working in partnership www.hmg.gov.uk/linkuplinkin.aspx
- HARP (Housing and Returning Prisoners) Protocol: common approach to planning for housing for returning prisoners neprisons.org.uk/data/pdf/harp/HARP.pdf
- Preventing homelessness and tackling its effects on children and young people (CLG and DCSF, 2008) www.communities.gov.uk/publications/housing/goodpracticeguide
- Access to Housing Information sharing protocol (2007) www.housingcorp.gov.uk/upload/pdf/Access_to_housing_protocol_FINAL.pdf
- Social Exclusion Task Force, reports on lead professionals tinyurl.com/yzx8kom

'Reducing evictions...by ensuring young people have the support, advice and opportunities they need to manage their own accommodation'

Improving joint working, fair access and exits

Shape Housing

Shape Housing Association works with vulnerable young and homeless people in the South West. A proportion of referrals are for care leavers. Bath and North East Somerset Council's (BANES) Supporting People team has worked with Shape Housing to develop a pre-eviction protocol in its young people's services. The protocol aims to reduce evictions and improve successful move on by ensuring young people have the support, advice and opportunities they need to manage their own accommodation.



The protocol brings together housing providers, the youth offending team, Connexions and local third sector service providers. It helps services take a more consistent approach to clients at risk of losing their tenancy or licence and encourages local agencies to use the full range of resources available to them. It also provides for regular liaison and partnership meetings, so housing issues are considered as part of a co-ordinated approach to the client group.

The protocol:

- Commits organisations to sharing information with the housing provider in order to help them manage risk and intervene earlier to put support in place
- Emphasises involvement by encouraging organisations to inform clients of the commitments they need to make at the point of referral in order to maximise the success of the housing placement
- Provides a structure to staff in different agencies with clear timescales to complete actions, set goals and call in local agencies to help their clients access other services.

The protocol has been reviewed and approved by local stakeholders and young residents. The staff teams reported that the protocol has delivered better multi-agency working and direct resident involvement and highlight a number of instances where following the protocol has allowed Shape to intervene early to tackle challenging behaviour and prevent further breaches of tenancies that could lead to evictions. Due to the success of this trial, the protocol is being rolled out across short-stay services in Bath and North East Somerset.

Delivering Social Inclusion

The role housing associations can play in PSA 16

- Housing associations and providers of housing related support are vital partners in delivering social inclusion.
- PSA 16 is one of the Government's key targets for inclusion. It aims to ensure some of the most socially excluded adults get the opportunity to get back on the path to a more successful life by increasing the proportion in settled accommodation and in employment, education and training.
- This guide highlights the role housing associations and support providers can play in delivering PSA 16. It looks at some of the opportunities and approaches that housing associations and local authorities have taken together to improve outcomes for groups experiencing exclusion.

www.housing.org.uk/careandsupport

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