Built for Zero in Brent

Laurence Coaker – Director of Housing Needs and Support, Brent Council

Bridie Lane-Williams – BfZ Local Improvement Lead, Crisis and Brent Council

Built for Zero

1. What is Built for Zero?
2. Why was the Council interested in getting involved?
3. Data sharing
4. Successes and challenges, with case studies
5. Next steps for Brent
6. Questions

What is Built for Zero?

Built for Zero aims to end homelessness for rough sleepers in Brent.

We will have reached this aim when rough sleeping is rare, brief and non-recurring.

BfZ's rough sleeping definition

- Anyone in the community who **sleeps or lives outside** because they have no home or their home is not suitable for living in, or this has been their experience within the last 3 months.
- This includes individuals **living in the streets or public spaces, without a shelter that can be defined as living quarters** (e.g.: cars, tents, squats & outside space including parkland, waste ground and embankments, businesses not meant for habitation).
- This also includes **accommodation that is suspected to have been cuckooed or is precarious accommodation that is a day-by-day transaction**, and the individual might have to leave quickly and have nowhere else to go.

The 3 principles for Built for Zero

You can't solve a problem that you can't see

To find a solution, you need to understand a problem. Built for Zero uses up-to date data that gives an accurate picture of homelessness in an area.

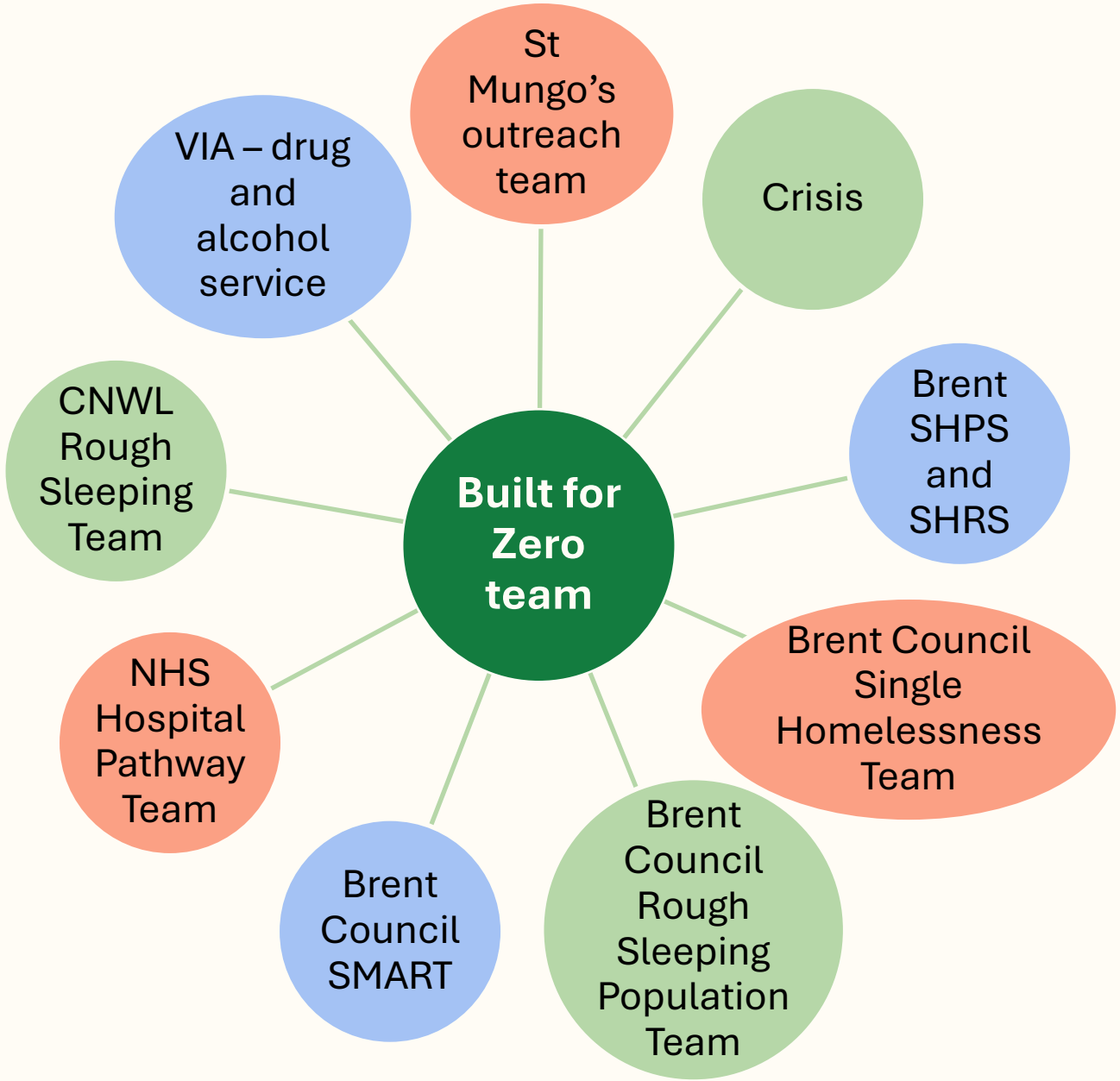
Homelessness is solvable

Homelessness isn't inevitable. We can end homelessness. It's a product of broken systems. We have created it but we can also fix it.

Homelessness is a systems issue

The causes of homelessness are complex. Built for Zero has proven that broken systems and policies lead to homelessness, not individual choices.

There's no one solution that works for everyone, everywhere. But with the right information we can build systems that end homelessness.


Built for Zero team
St Mungo's outreach team
VIA – drug and alcohol service
Crisis
CNWL Rough Sleeping Team
Brent SHPS and SHRS
NHS Hospital Pathway Team
Brent Council Single Homelessness Team
Brent Council SMART
Brent Council Rough Sleeping Population Team

Governance Structure

Community

Own the project

Agree and own the aim

Ultimate decision makers

Champions

Senior level, remove barriers & allocate resources

Core Team

Regular weekly meetings

Change Team

Time limited and work on one system improvement project

Central Crisis Backbone Team

Providing support, coaching and tools to enable the work

Direct support to the core team and the ‘big red ball holders’ in other teams

Why did the Council want to get involved?

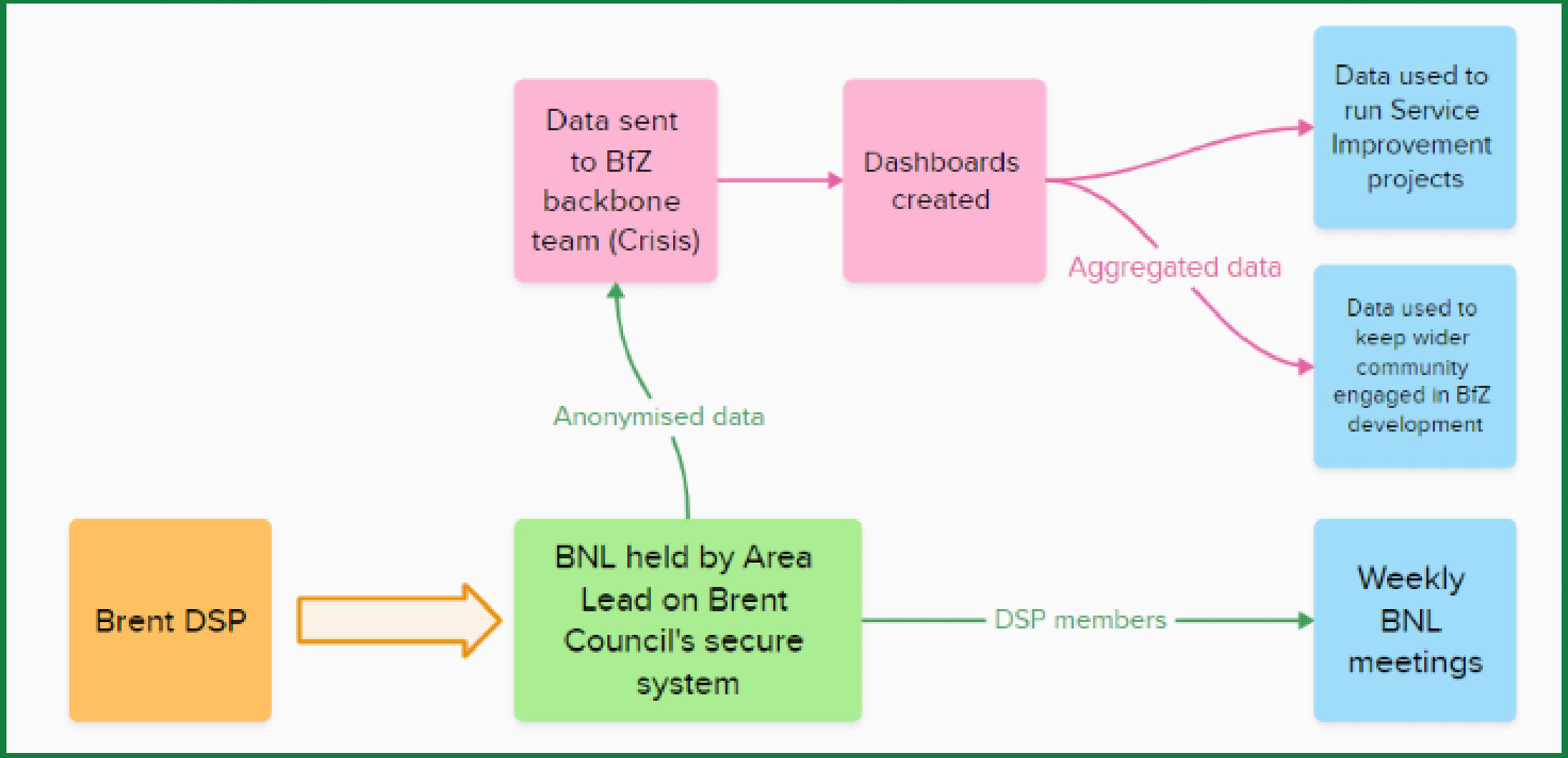
Why was the Council interested in getting involved?

- **Tackling Rough Sleeping is a corporate priority**
  - Foundation of place-based working already established
  - Aware that existing data was poor, saw an opportunity to trial something new based on quality data
  - Obtain a better understanding of the drivers and barriers

- **Concerns about signing up**
  - New definition of rough sleeping would result in an increase in numbers, leading to reputational damage and pressure from Members
  - Unrealistic expectations of what would be delivered

Data sharing can often be a barrier to partnership working and communication between services, how did Brent overcome this?

Data sharing agreements



What have been the successes and challenges in Brent over the last 18 months?

Successes and challenges

1. Getting the team onboard
2. Failing forward and bias towards action
3. What is the Council thinking 18 months on?

Getting people onboard

- People are the most important element of the project
- Fostering trust, respect and collaboration takes time
- Always ensuring we have a shared goal and purpose as a team

Karim

Karim was housed in Pound Lane due to joint working between Crisis, Single Homelessness Team and St Mungo's at the fortnightly Built for Zero meetings.

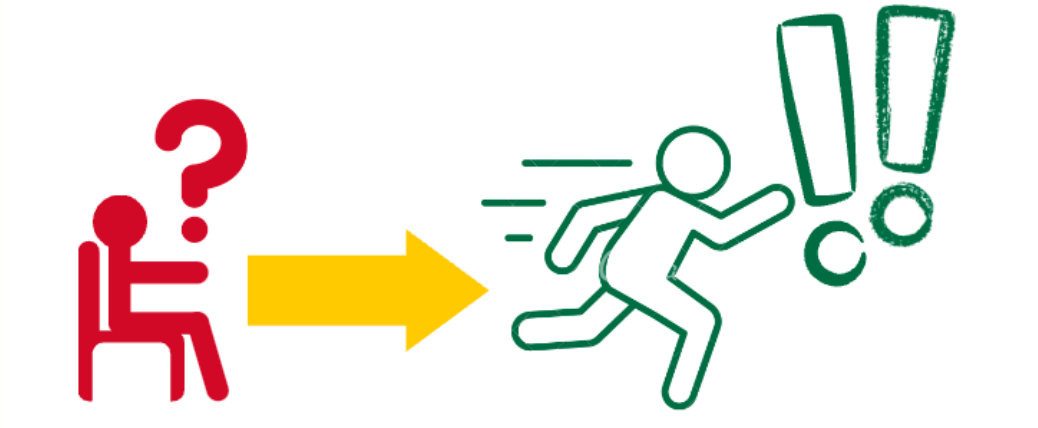
Karim had difficulty getting CHAIN verified due to where he was rough sleeping (behind gated area). The BfZ team used the wider definition and 'reason to believe' was used by the council to reopen his homelessness application so he could be referred into commissioned housing related support services.

'With Built for Zero's multidisciplinary team approach, we were able to support the member to be assessed, accepted and moved into the supported accommodation within 1 month- prior to this, the case moved very little and was met with multiple barriers for several months. ***Built for Zero has meant a more flexible, person centred and trauma informed approach****. It sees the individual over the process and has worked to remove barriers over adding them.*

Without the multi-disciplinary management level team [those who have some decision power] this case would have remained stuck, and this member would have remained street homeless.'

Mindsets

Failing forward Test a theory, if/when there is failure - embrace it fully & quickly! Then re-iterate & improve based on what we learned.



Bias towards action Just start! Remember, We don't need busy 10-year plans to end homelessness, we need 10- day plans!

System change

Focus on commissioned housing related support pathway

Three working groups:

1. Improving referral pathway
2. No evictions onto the street
3. Experts by experience group has fed into the other two working groups

1. Improved referral pathway

- Developed a referral form
- Trialled the referral form for a month
- Currently trialling community services sending referrals

2. No evictions onto the street

- Trialling new ways of working between landlord and support provider at Pound Lane
- Trialling no evictions from commissioned services – due to partnership working, we stopped 3 people from being evicted onto the street in May

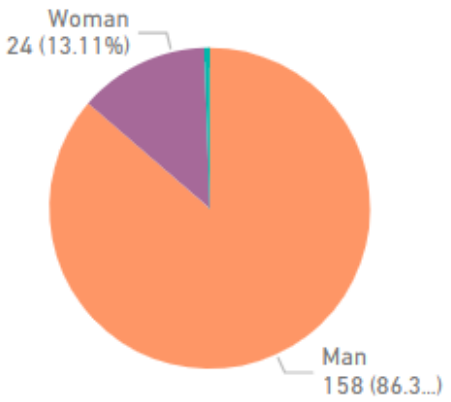
Robert

- Robert was accommodated at a commissioned service, when **an incident triggered the eviction policy.**
- A glass jar was thrown over the neighbour's fence almost hitting the neighbour.
- As a result, **Robert was issued with a 24-hour exclusion** whilst the team reviewed whether he could be rehoused to stop him being evicted onto the street.
- **Within 24 hours, a multiagency meeting had occurred** to discuss the case.
- Actions were agreed at the meeting, and **prioritised within the same day** to reduce the likelihood of Robert returning to rough sleeping.
- **Within 48 hours of the incident, Robert was rehoused in another commissioned accommodation**.

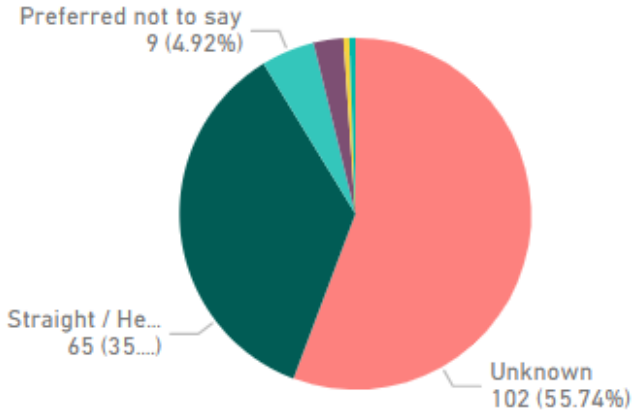
18 months on, what is the Council thinking?

- Partnership working
- Robust data
- Data feeding into wider workstreams
- Business as usual

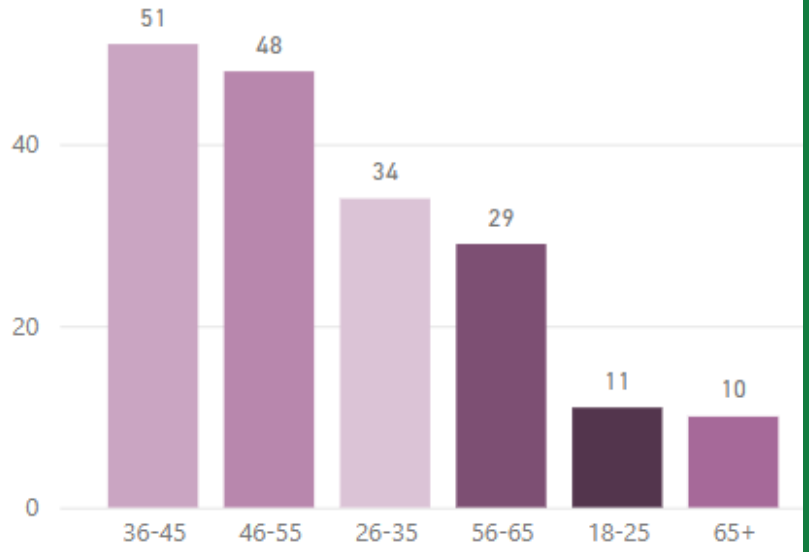
Gender



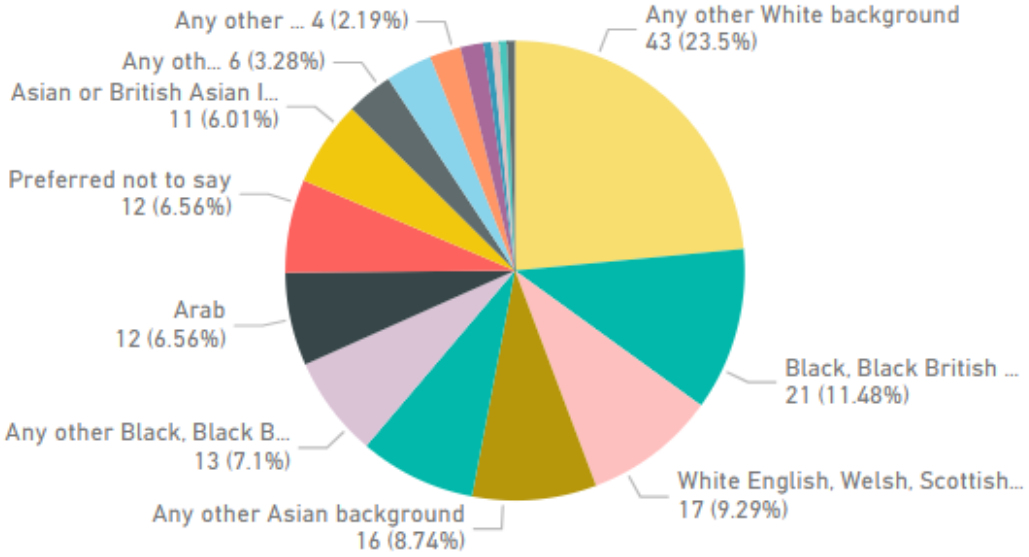
Sexuality



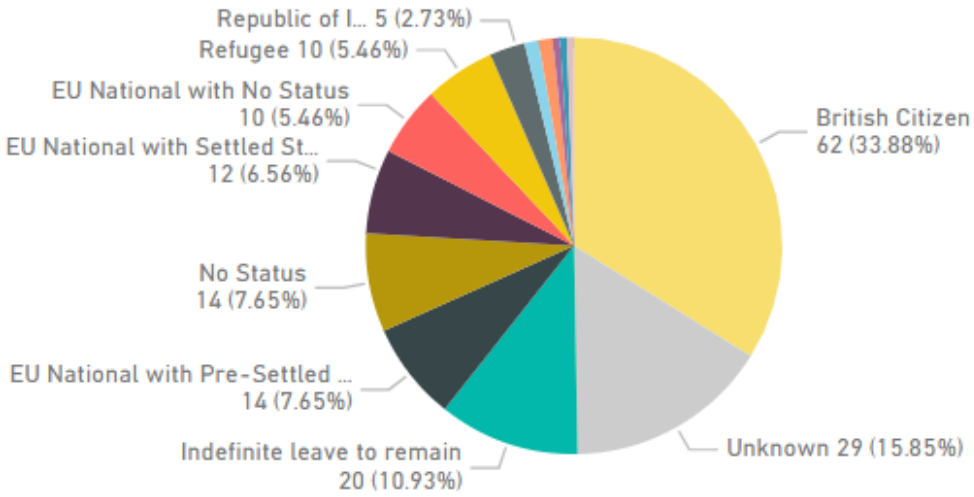
Age Range



Ethnicity



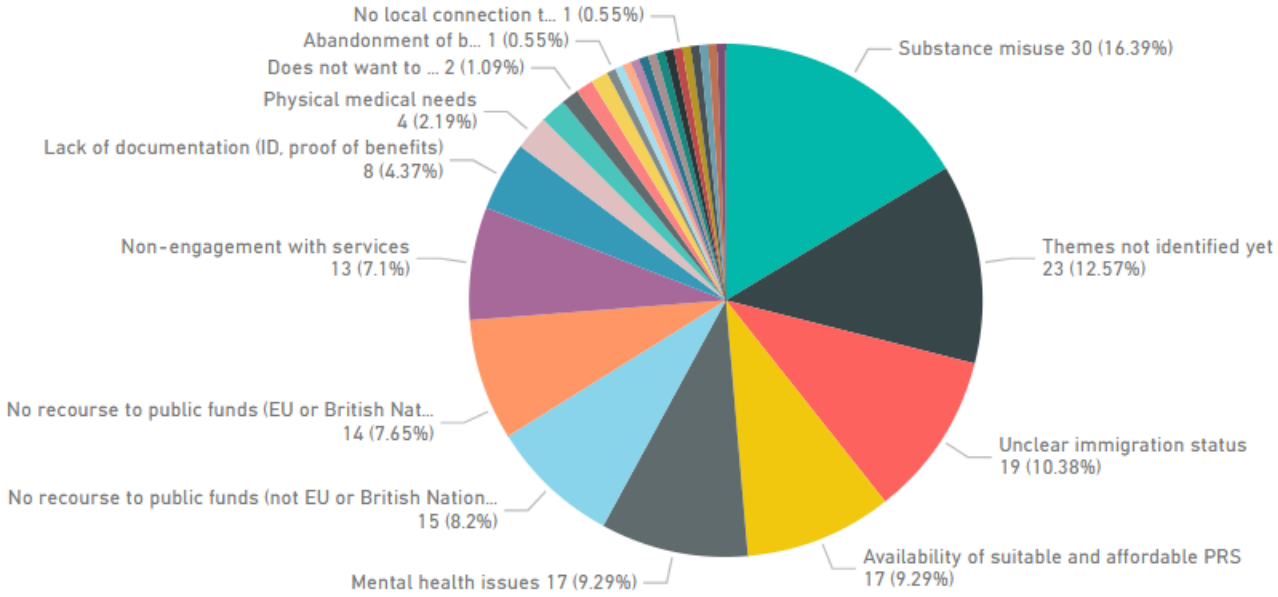
Immigration Status



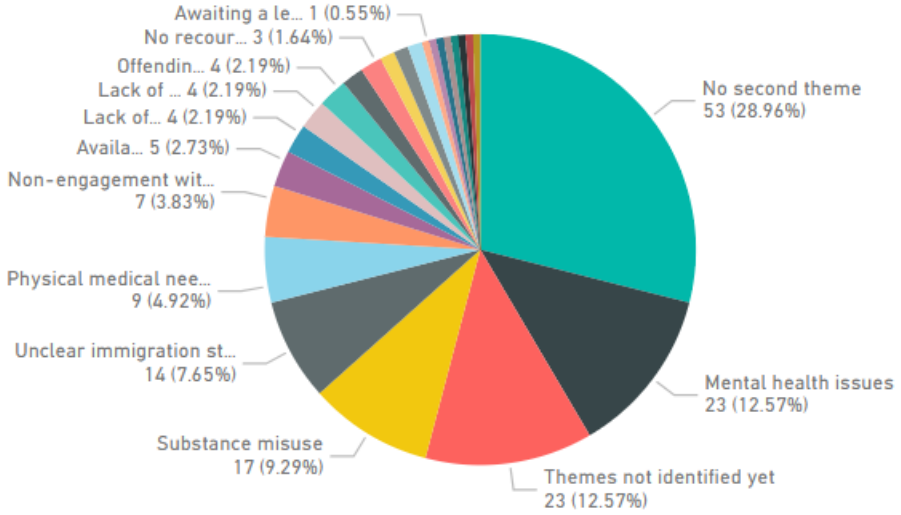
Number of people on the BNL in total

183

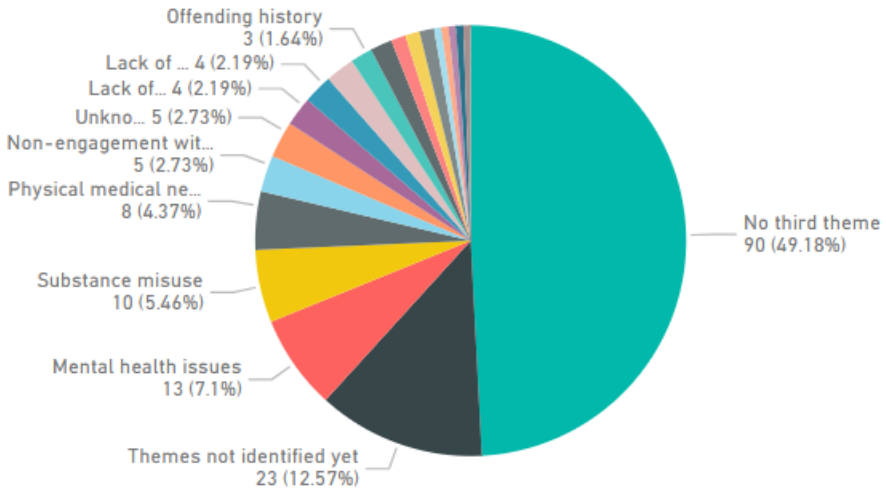
Main Barrier



2nd Barrier (if needed)



3rd Barrier (if needed)



Next steps for Brent

Service Improvement Project – next iteration

Rapid, 90-day challenge

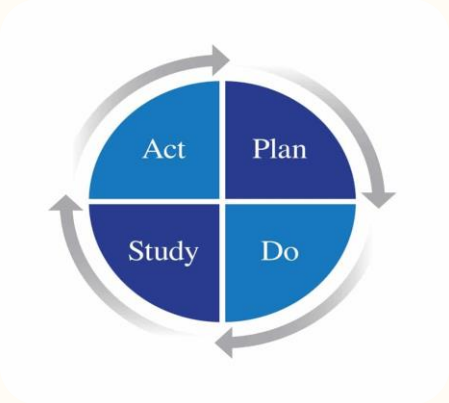
- SIT – huddles, check ins
- Champion and BfZ lead meet monthly for check ins

CET meeting

- Cohort is agreed
- Senior champion is nominated

SIT workshop

- 2 half days to plan what initial new ways of working the team would like to trial



CET meeting

- Champion and BfZ lead present successes, failures and learning
- Next cohort is agreed

4 months between each CET meeting

By the 1st Sept, we will have supported 20 long term rough sleepers off the street.

90 day challenge

By the 1st Sept, we will have supported 20 long term rough sleepers off the street.

What we will accomplish within 30 days

1. Finding the right accommodation pathway
   - Long term rough sleeping definition
   - Member information
   - Vacancies
2. Flexing the system
   - Action
   - Action
   - Action
   - Action
   - Action
   - Action
   - Action
   - Action
3. Moving people into the accommodation
   - Action
   - Action
   - Action
   - Action
   - Action
   - Action
   - Action
   - Action

“Delighted that Brent took a leap of faith with Built for Zero!”

“I’ve turned from a doubter to a believer…and I want to drive to be part of the change.”

“Built for Zero has been exciting, humbling, and frustrating!”

Thanks for listening!

Any questions for us?