
A Key to the Door, Review 2008

Homeless Agency Partnership
Action Plan on Homelessness in
Dublin 2007 - 2010



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Introduction

We have a vision – by 2010, long-term homelessness and the need for people to sleep rough will be eliminated in Dublin.

This is a time of opportunity, the work of homeless services in Dublin during 2008 was significant in bringing about the changes required to meet the needs of people who are homeless in our city and work towards achieving our vision. The work of the Homeless Agency Partnership, based on the committed collaboration of all members has grown and created a significant impact in meeting the actions outlined in both local and national strategy including *A Key to the Door*, *The Homeless Agency Partnership Action Plan on Homelessness in Dublin 2007-2010* and *The Way Home: A Strategy to Address Adult Homelessness in Ireland 2008 –2013* respectively.

We have become increasingly clear in what will work and what won't work in relation to addressing homelessness in Dublin. Whilst the work of the Homeless Agency has progressed significantly from 2008 into 2009, I would like to provide you with an overview of the key activity that took place during 2008 and provide an overview of the state expenditure that was allocated to the Homeless Agency to fund homeless services and the internal expenditure of the Homeless Agency executive.

The vision and the agreed actions set out in *A Key to the Door* are underpinned by three strategic aims, which relate to the prevention of homelessness, the provision of effective services in each of the four Dublin local authority areas, and the provision of sufficient long-term housing, with appropriate supports as required.

In ensuring the momentum in meeting the vision, the Homeless Agency Partnership embarked on and completed a comprehensive review of homelessness in Dublin in 2008. These reviews sought to measure the extent of homelessness, undertake an evaluation of current measures in response to homelessness and to review expenditure on these responses in order to determine whether the resource is deployed in a way, which meets the strategic aims of the partnership and how overall value for money is achieved.

A series of recommendations were made as a result of these reviews culminating in the Homeless Agency Partnership Board's Submission to Government on implementing the national homeless strategy, *The Way Home*, and on realising the 2010 vision as agreed in *A Key to the Door*. The submission, which was positively received by Government, points clearly to a need for change in direction in both policy and service delivery and worked towards the implementation of these recommendations, outlined in a *Pathway to Home* in 2009.

The progress that we have made in 2008 and onwards gives us confidence to believe that we can achieve our vision. But we know that this will only happen if we have the continued commitment of people working in homeless services in Dublin and the necessary resources available from central government.

We are grateful to all those who support the work of the Homeless Agency Partnership and the continued efforts towards achieving the vision.

Mr. Cathal Morgan
Director
The Homeless Agency Partnership

Mr. Dick Brady
Chair of the Board of the Homeless Agency Partnership
Director of Housing, Fingal County Council

Structure, Governance and Management

The government policy statement on tackling homelessness, *Homelessness - An Integrated Strategy (2000)* outlines a number of measures to tackle homelessness throughout the country (Note: being revised in 2008). As part of these measures, the Homeless Agency was established to oversee the implementation of the strategy and the agreed action plan for Dublin, *A Key to the Door*.

The Homeless Agency is responsible for the planning, co-ordination and administration of funding for the provision of quality services to people who are homeless in the Dublin area and for the development of responses to prevent homelessness. We work in partnership with Dublin 20070-2010, to deliver integrated services to people who are homeless and assist them to move to appropriate long-term housing and independence with appropriate supports as required. a range of voluntary and statutory agencies to implement the agreed action plan *A Key to the Door*, Homeless Agency Partnership Action Plan on Homelessness in

We advocate for improvements in mainstream policies and services to make them responsive to the needs of people who are homeless or at risk of homelessness and we work with voluntary and statutory bodies to develop strategies to prevent homeless from occurring in the first instance.

The vision of the Homeless Agency is that by 2010, long-term homelessness and the need for people to sleep rough will be eliminated in Dublin.

Homeless Agency Partnership Board

The Homeless Agency Partnership operates under the direction of a Board, consisting of representatives of voluntary and statutory services involved in the delivery of services to people who are homeless in the area.

The primary role of the Board is to ensure the implementation of the Homeless Agency Partnership action plan, *A Key to the Door*. The Board sets the strategic policy framework and ensures that the activities of the Agency are in keeping with relevant policy frames and best practice in terms of accountability and management. The Board is also responsible for ensuring that the Agency meets its stated objectives, in accordance with adopted plans, and for devising appropriate impact measures for the Agency.

The Board liaises with the Cross Departmental Team on Homelessness through the Director of the Homeless Agency, maintaining informal channels of communication as well as formal reporting.

The members of the Homeless Agency Partnership Board are as follows:

Ann Gilton	Manager, FAS Social Inclusion Unit
Anne O' Connor	LHM, Dublin North West, Health Service Executive
Bernadette Sproule	Adult Education Organiser, CDVEC
Brian Santry	Assistant Principal Officer – Regional Manager, Probation Service
Ciaran McNamara	Assistant City Manager, Dublin City Council
David Fitzgerald	Chair Consultative Forum, Independent
Dermot Kavanagh	Assistant Director, Merchants Quay Ireland
Dick Brady	Director of Housing, Fingal County Council
Enda Halpin	LHO Manager, Dublin West, Health Service Executive (ingoing)

Fergal Black	LHO Manager, Dublin West, Health Service Executive (outgoing)
Frank Mills	National Planning Specialist, Social Inclusion, Health Service Executive
Frank Nevin	Acting Director of Housing (SEO), South Dublin County Council
Kathleen McKillion	Head of Development, Irish Council for Social Housing
Kathleen Holohan (Chair)	Director of Housing, Dun Laoghaire-Rathdown County Council
Orla Barry	Director of Services, Focus Ireland
Sam Mc Guinness	CEO, Dublin Simon Community
Seamus Sisk	Deputy Director, Irish Prison Service Regimes Directorate

Homeless Agency Partnership Consultative Forum

The Forum provides a consultative support and advisory role to the Board of the Homeless Agency Partnership Board. It will monitor the implementation of A Key to the Door 2007-2010 the Homeless Agency Partnership action plan on ending long-term homelessness and the need to sleep rough by 2010, from a service delivery and operational perspective.

The Forum will provide an important mechanism for the promotion and development of partnership, which will underpin the approach of the Agency.

Sister Angela Burke	Vincentian Housing Partnership- Rendu Apartments (outgoing)
Aoife Davey	Acting Director, National Drugs Strategy Team
Anne Helferty	Senior Housing Welfare Officer, Dublin City Council
Anthony Hickey	Deputy Director, Irish Prisons Service Regimes Directorate
Bernie Doherty	Senior Executive Officer, Dublin City Council
Brendan Hynes	Homeless Coordinator, South Dublin County Council
Bob Jordan	Director, Threshold
Carmel Terry	Social Inclusion Manager, Health Service Executive
Ciaran Dunne	Executive Manager, Dublin City Council
Clare Schofield	Education Coordinator, CDVEC
David Fitzgerald (Chair)	Independent
Eamonn Martin	Joint CEO, Sophia Housing
Joe Mc Gloin	Superintendent Community Welfare Officer, Homeless Persons Unit
Kerry Anthony	Director of Services, Depaul Trust
Lena Timoney	Senior Probation officer, Probation Service
Len Stroughair	Community Services Officer, FAS

Lisa Cuthbert	Director, PACE
Liz Clifford	Homeless Coordinator, Dun Laoghaire- Rathdown County Council
Mary Healy	Director, Tallaght Homeless Advice Unit
Mary Martin	Services Manager Social Inclusion, Health Service Executive
Mick Carroll	Homeless Coordinator, Fingal County Council
Patricia Cleary	Executive Director, HAIL Housing Association
Pat Murray	Irish Prisons Service Regimes Directorate (outgoing)
Paul Conlon	Director, Coolmine Rehabilitation Services
Sharon Cosgrove	Director, Sonas Housing Association
Theresa Dolan	Assistant Director, Capuchin Day Centre

Strategic Direction for 2008

The vision that by the end of 2010, long-term homelessness and the need to sleep rough will be eliminated in Dublin is clearly stated in the Homeless Agency Partnership's third action plan, *A Key to the Door (2007-2010)*.

The vision and the agreed actions set out in *A Key to the Door* are underpinned by three strategic aims, which relate to:

1. Prevention of homelessness.
2. Provision of effective services in each of the four Dublin local authority areas.
3. Provision of sufficient long-term housing, with appropriate supports as required.

Following a progress review (which was carried out in late 2007, the first year of implementing *A Key to the Door*), the Board of the Homeless Agency Partnership agreed three critical priority actions for 2008. These actions, which are specifically designed to ensure that the momentum gained in achieving the Partnership's strategic vision is maintained, were as follows:

- Measure and evidence the extent of need and projected requirements.
- Develop and agree a model of service delivery for the homeless sector in Dublin.
- Review current expenditure on homeless services and develop and propose a capital and revenue funding mechanism to be agreed as part of a revised funding regime.

Measure and evidence the extent of need and projected requirements

This priority was agreed in order to generate up to date evidence illustrating the extent of homelessness in Dublin, the need and demand arising for service responses and the required level of housing provision, thereby facilitating the Partnership in planning for and delivering the vision of *A Key to the Door* action plan. This priority was achieved through the completion of *Counted In, 2008*.



COUNTED IN, 2008
A report on the extent of homelessness in Dublin



Key Findings from *Counted In, 2008*

Between the 10th and 16th March 2008, the Homeless Agency conducted its fourth census enumerating the experience of homelessness in Dublin. The *Counted In* survey has been conducted every three years since 1999 as part of the national Housing Needs Assessment mandated by the Housing Act 1988. *Counted In, 2008* is the most comprehensive picture of the extent of homelessness in 2008 and the profile of households using homeless services in Dublin. It provides information on the definitive minimum number of adults using homeless services in Dublin; it describes who they are, precisely which category of homeless services they avail of and how long they have been homeless and using homeless services.

Homeless population

A total of 2366 adults (comprising 2144 households) are in homeless services in 2008. This is a 4% increase on the 2005 figure (2066 households). Since 2005, Dublin's population has increased by 5%. Thus, the 2008 homeless population in Dublin represents a decrease of 1% relative to population growth in Dublin city and county. Currently, just over twice as many men as women are availing of homeless services (68% and 32% respectively). Almost half of the 2366 adults in homeless services (46.7%) became homeless for the first time at some point between March 2005 and March 2008.

People 'sleeping rough'

In 2008, a total of 110 adults have reported that they are sleeping rough (i.e. 5% of the total homeless population of 2366 adults). When compared with the figures for 2005 (when 185 adults reported sleeping rough), this represents a decrease of 41%. However, it should be pointed out that

there is a notable increase both in the number and proportion of non-Irish national who reported sleeping rough. When compared with the figures for 2005 (which showed that 9% of rough sleepers were non-Irish nationals) the 2008 figure represents an increase to over one third (38% of all rough sleepers as non-Irish nationals).

Use of homeless services by adults

The vast majority of people experiencing homelessness are provided with accommodation. 1388 adults (59%) were resident in emergency accommodation (617 adults, 26%) or in private emergency accommodation (771 adults, 33%). In addition, 732 adults, 31%) were resident in either transitional accommodation (392 adults, 17%) or long-term supported housing (340 adults, 14%).

Develop and agree a model of service delivery for the homeless sector in Dublin



Core Action 4 of *A Key to the Door* mandates the partnership to implement the Holistic Needs Assessment (HNA) and a Case Management approach throughout the homeless services sector in Dublin. The Board of the Homeless Agency Partnership recognises the need for a seamless approach to the delivery of services, with clear roles and responsibilities assigned to both voluntary and statutory services.

The focus of the Partnership here was to:

- Develop a 'pathways approach' among homeless services providers, which would ensure the provision of long-term and sustainable solutions to homelessness, eliminates rough sleeping and long-term homelessness, and prevents episodic and repeat experiences of homelessness.
- The development of an integrated model of service provision (also known as the Continuum of Care model) that delivers a case management service to homeless service users.

These two areas of focus are designed to be mutually supportive and interdependent. This critical priority action was achieved through the commissioning of an independent evaluation of homeless services, the *Evaluation of Homeless Services 2008 Series*.

The Evaluation process has enabled the Homeless Agency Partnership to determine what model of support and housing is required in Dublin to meet the Partnership's stated vision of eliminating long-term homelessness and the need for people to sleep rough by 2010.

The agreed principal objective of the evaluation process was to examine evidence of practices within homeless services that (a) provide for and support service users on a pathway away from the need to sleep rough, and to progress out of long-term homelessness and into independent living and (b) work to prevent the incidence of episodic and repeat experiences of homelessness.

A key feature of the evaluations approach was an analysis of how homeless services currently work as a system, thereby allowing the evaluators to point to more effective ways to provide support supports that can help prevent homelessness and can also support people who are exiting long-term homelessness.

Key findings from the Evaluations of Homeless Services 2008 Series

Enablers

Nearly all service users who were asked what enabled or helped their progression through and out of the experience of homelessness identified the quality, competence and commitment of homeless services staff as the single most important enabler.

From the service manager's perspective the key enablers identified were regular and consistent inter-agency communication and co-operation alongside a detailed and clear referral mechanism leading to appropriate move on into housing and accommodation.

Also identified as enablers were the importance of good practice and effective organisational structures and factors such as increasing use of the holistic needs assessment (HNA) process and the development of improved care planning and case management working.

Barriers

Barriers to exiting homelessness were identified. Foremost among these were the need for access to more appropriate and affordable housing options combined with supports in housing as required and the need for greater provision in the area of detoxification and rehabilitation services, as well as access to mental health services.

Among the other barriers identified to exiting homelessness were a shortage of low- threshold emergency accommodation and the shortage of drug-free emergency accommodation and high support long-term housing.

Service users need more and better information about services; they also require continued improvements in interagency cooperation and communication.

The evaluations also found that the flow from emergency to transitional accommodation was less than might be expected if the overall configuration of services and their functionality was more aligned to a pathway model of service provision. The level of 'user activity' among homeless services was examined as part of the evaluation process, and an attempt to illustrate the flow of homeless households between services was undertaken.

As part of the evaluations process, a survey of service user needs was also conducted. Of the 1531 homeless households surveyed, 1049 (69%) need mainstream housing with either no support (259:17%); short-term support (391:26%); or long-term support (399:26%). 449 homeless households (29%) need supported housing with varying degrees of support. A further 29 (2%) were assessed as requiring nursing home care and 3 (<1%) did not fit into any of the above categories.

Overall, the *Evaluation of Homeless Services 2008 Series* found that too few people move from homeless services' accommodation into mainstream housing and residential supported housing. Indeed, many service users experience multiple stays in different forms of emergency accommodation, and many have experienced repeat episodes of homelessness. There is no one coherent pathway out of homelessness for many service users: they find their progression through homeless services to be 'non-linear', and they experience an excessive level of repeat movements in and out of emergency accommodation.

Review current expenditure on homeless services and develop and propose a capital and revenue funding mechanism to be agreed as part of a revised funding regime



Review of Finances and Expenditure
for Homeless Services in Dublin

Between 2005 and 2007, €168 million was spent on supporting homeless services in Dublin, with €62.3 million being spent in 2008. In the context of such significant expenditure, there is a crucial need to ensure that resources currently committed are directed towards achieving the Partnership's vision by end 2010.

This critical priority was achieved by establishing a steering group with representation from statutory and voluntary sector stakeholders and an independent chair to produce the Review of Finances and Expenditure for Homeless Services in Dublin report. The overarching objective of this piece of work was to undertake a value for money exercise that examines and considers in detail the cost effectiveness of homeless services in Dublin, their equity (equality of income), as well as their economy and overall efficiency.

Key findings from the Review of Finance and Expenditure on Homeless Services in Dublin

For the purposes of this review 'homeless services' are divided into two categories:

- *Homeless accommodation* - including emergency, private emergency, transitional and long-term housing.

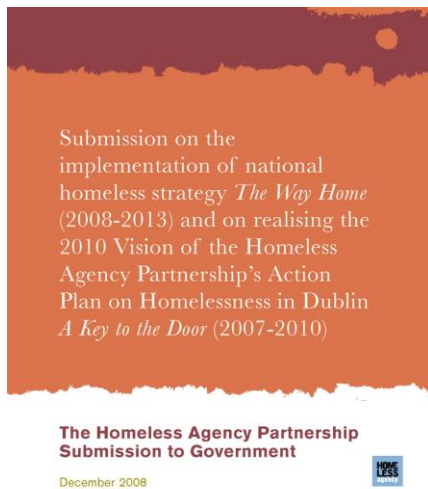
- *Homeless support services* – including street outreach, settlement, advice, information and food services, detoxification and rehabilitation services, other relevant health services and the Homeless Persons Unit (HPU).

Homeless accommodation accounted for approximately 72% of total expenditure and *homeless support services* accounted for the remaining 28%.

This review analysed homeless service expenditure of approximately €60.7 million in Dublin in 2007. The overall conclusions reached by the review highlighted that the current configuration, was, in effect managing the homeless situation in Dublin in the short-term by maintaining people experiencing homelessness in temporary accommodation, private emergency accommodation or transitional accommodation. The current configuration of services is not effective in helping to achieve the Homeless Agency Partnership 2010 vision.

It acknowledged that there was an over-investment in emergency and transitional accommodation and a clear under-investment in long-term housing and accommodation options, with support services as required.

Submission to Government



In December 2008, the Homeless Agency Partnership made a submission to Government on the implementation of the new national homelessness strategy *The Way Home* and on realising our 2010 vision in the action plan for 2007 – 2010, *A Key to the Door*. The submission to government was based on the recommendations arising from *Counted In, 2008, Evaluation of Homeless Services 2008 Series*, and the *Review of Finance and Expenditure for Homeless Services in Dublin*. It provides a summary of key findings and conclusions reached as a result of implementing the three critical priority actions in 2008.

The Board of the Homeless Agency Partnership proposed in its submission to government to consider five priority areas in 2009 and to concentrate its efforts in the following areas in 2009 to realise national policy objectives as stated in *The Way Home* and in keeping with the Dublin Homeless action plan, *A Key to the Door*.

1. Affordable and accessible housing with supports as required as a key priority
2. Funding of homeless services
3. Re-configuration of homeless services
4. Establish a pathways model of homeless and housing support services
5. Implementation and change management

Change is necessary in 2009 to ensure that resources towards access to adequate and affordable housing and accommodation with supports (as required) in Dublin. In parallel, a reconfiguration of homeless services is required in order to develop and deliver progression routes onto and along a pathway out of homelessness for those experiencing homelessness, and to prevent pathways into homelessness for households at risk of episodic and repeat homelessness. This will ultimately mean a new and different ways of working for both voluntary and statutory providers in keeping with the ultimate aim, which is to eliminate long-term homelessness and the need to sleep rough in Dublin by end 2010.

Highlights from the Homeless Agency in 2008

The executive of the Homeless Agency comprises of a Director and staff who are responsible for the implementation of *A Key to the Door 2007-2010*. This involves monitoring the implementation of the plan as well as carrying out actions allocated directly to the staff of the Homeless Agency.

The work of the executive compliments the work undertaken by the Board, Consultative Forum and other bodies that form the partnership structure. It provides the administrative structure and support necessary for the Homeless Agency Partnership to function.

The Homeless Agency executive reports, through the Board, to the Cross Departmental Team on Homelessness, which in turn reports to the Minister of Housing and Local Areas and to the Cabinet Subcommittee on Social Inclusion, chaired by An Taoiseach.

The workplan of the Homeless Agency executive takes place under the guidance of *A Key to the Door*. The workplan of each team is guided by specific core actions in the action plan. The teams include:

- Management
- Communication and Information
- Service Integration
- Learning and Performance
- Research
- Finance

The following is a review of core activity that took place with the Homeless Agency in 2008, addressing the three strategic aims of *A Key to the Door*.

Management Team

The Management team provides direction to all partners in the implementation of *A Key to the Door 2007-2010*.

It provides strategic guidance to the work of the teams of the Homeless Agency Partnership including Communications and Information, Service Integration, Learning and Performance, Research and Finance.

In addition to steering the individual work of the teams, the Management team also manages specific projects for example in 2008, the key focus of the Management teams work was coordinating the comprehensive overview of homelessness in Dublin, which culminated in the completion of *Counted In, 2008, Evaluation of Homeless Services 2008, Review of Finances and Expenditure for Homeless Services in Dublin* and the *Submission to Government* on the implementation of national homeless strategy *The Way Home (2008-2013)* and on realising the 2010 vision of the Homeless Agency Partnership's action plan on homeless in Dublin *A Key to the Door 2007-2010*.

Communication; and Information Team

One of the ten core actions of *A Key to the Door 2007-2010* is the development and implementation of an information and awareness strategy to inform the public, Government and target groups, which will include information, communications, media and public relations initiatives. The strategy will:

- Enhance the public's understanding of the nature, causes and responses to homelessness.
- Target information at groups who are currently homeless or at risk of homelessness, ensuring that all information about homeless services is accessible to all groups, across literacy and/or language barriers. This includes housing advice and advocacy targeted at vulnerable groups.

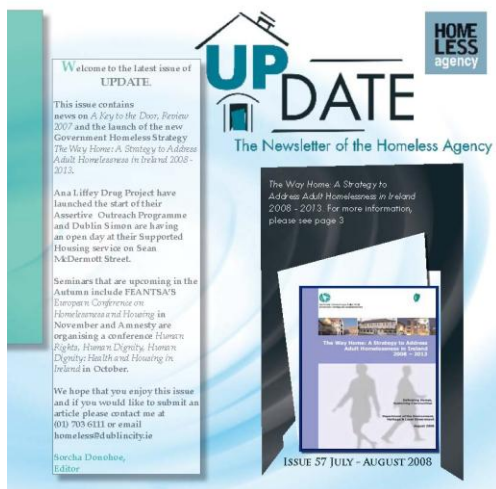
The Communications Strategy for the Homeless Agency for 2008 set out to develop a framework of activity that would support the direction of the Homeless Agency Partnership to enable the three critical priorities.

Publications

The Communications team organised the publication of *Counted In, 2008*, *Evaluation of Homeless Services 2008 Series*, *Review of Finances and Expenditure for Homeless Services Series* and *Submission to Government*.

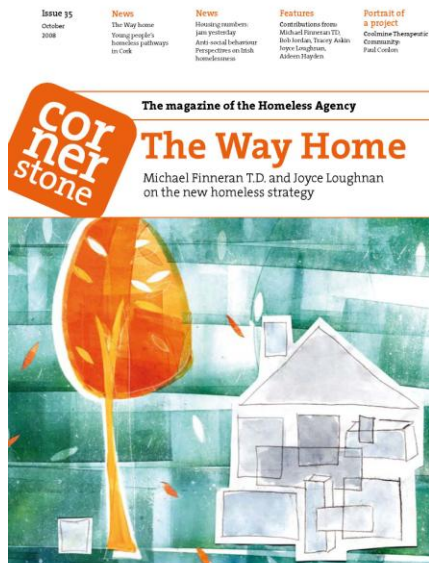
This was supported by the delivery of clear information to homeless services in relation to the recommendations outlined in each report and an information briefing in Dublin City Castle, which was supported by the Minister for Housing and Local Services.

Update



In 2008, Update the bi-monthly newsletter was relaunched, increasing from four to 14 pages and undergoing a complete redesign, which was developed and progressed within the team. The aim of Update is to keep all partners informed of the work that is taking place within the Homeless Agency and homeless services on a timely and consistent basis. The newsletter includes regular features such as news from the Homeless Agency Board and Consultative Forum, Learning and Performance, Case Management, Research, Pathway to Home model, Local Area Forums, Networks and Oireachtas Bulletin. A Day in the Life also features a member of staff from homeless services. Update is sent as an e-zine to 650 individuals who work in the homeless, health, local authority and related sectors.

CornerStone



The editorial and the design and print element of CornerStone were both tendered in early 2008. The process was successful, whereby Simon Brooke was reappointed as editor and Red Dog were appointed to design the new look publication. CornerStone is a 28 page journal, which is distributed quarterly to 2500 individual who work in homeless and related services and who have expressed an interest in the issues examined by the publication.

CornerStone raises current issues that are impacting on people who are homeless and it informs readers about research, information and policy from Ireland and elsewhere that relates to homelessness. It provokes discussion and debate in a broad range of housing and health issues and provides a platform to examine and critique social policy. Portrait of a Project profiles new or existing homeless services and other relevant organisations.

Website

The Homeless Agency website was restructured in relation to overall look and functionality, making it possible for the team to update the website on a daily basis.

Media Relations

The team regularly liaised with the media throughout 2008 in relation to a number of issues.

Resources

The team managed the information resources in the Homeless Agency, this includes updating the resource database, ensuring that all staff across homeless services are registered on the system in order to receive information circulars, memos and Update newsletter.

Library

The Homeless Agency Library is a unique information resource providing homeless services, researchers and the public with access to electronic and hard copy documentation on all aspects of homelessness.

The library is based in the offices of the Homeless Agency and can be accessed during normal working hours. The library was accessed over regularly over 2009 and visitors were able to avail of the photocopying service. The library database can be accessed on <http://www.homelessagency.ie/Research-and-Policy/Library.aspx>

Information Requests

The team managed a substantial number of information requests over 2008 from homeless services, members of the public, Parliamentary Questions generated through government

European Visits

The team coordinated a number of visits from Norway, Holland, UK, Czech Republic and the Netherlands. These included the provision of information sessions on homelessness in Dublin and the work of the Homeless Agency Partnership with homeless service providers and students from these countries.

Integrated Services Team

Holistic Needs Assessment

The Holistic Needs Assessment was introduced as part of the Homeless Agency Care and Case Management Strategy, in response to key objectives in the last three Homeless Agency Partnership Plans, *Shaping the Future 2001 - 2003*, *Making it Home 2004 -2006* and *A Key to the Door 2007-2010*.

The Holistic Needs Assessment (HNA) and support plan is a voluntary single shared assessment and support planning system, which aims to provide opportunities for any individual who experiences homelessness to engage in a process of planning and action, which is person-centred. The HNA consists of an assessment, risk assessment and support plan.

The HNA has been piloted on a voluntary basis in over 20 homeless organisations in Dublin since January 2006. Throughout the period of the pilot, there was widespread consultation with all services, with an independent evaluation completed in 2008. The recommendations of the evaluations were implemented and development of Version 2 of the HNA began.

Networks

The Integrated Services team managed a number of networks of frontline service providers over 2008 including the following:

- Emergency Network: met every two weeks in 2008.
- Emergency Accommodation Providers Network: met every quarter in 2008.
- Joint Emergency Network and Emergency Accommodation Providers Network: met twice in 2008.
- Transitional Housing Providers Network: met every quarter in 2008.
- Settlement Services Network: met every quarter in 2008.

Care and Case Management Steering Group

The Care and Case Management Steering Group were responsible for overseeing the process of development and implementation of the Care and Case Management Strategy across the Homeless Sector, which involved four key stages:

1. *Conception*: Agreement to be achieved on a conceptual model of the journey through Care and Case Management: the continuum of care
2. *Development*: Development of policies, processes, and protocols which support this model of Care and Case Management
3. *Application*: Implementing the model, policies, processes and protocols and analysing effectiveness

4. *Mainstreaming*: Ensuring the model, policies, processes, and protocols are adopted universally across the sector.

The group met in April and September in 2008.

Case Management Thematic Subgroups

Thematic subgroups were set up in 2008 to focus on particular issues identified and agreed upon by the Case Management Steering Group. Members from the steering group participated in the thematic subgroups relevant to their area of expertise.

The aim of each group was to develop a Care and Case Management model, which will inform the development of a range of policies, processes and protocols to support effective Care and Case Management across homeless services.

The subgroups made quarterly reports to the steering group, presenting policy and practice proposals, signed off by relevant agencies.

The thematic subgroups included the following:

- Hospital Discharge
- Multi-Agency Group on Homeless Sex Offenders
- Repeat Nightbus users
- Women with Complex Needs
- Model of Continuum of Care
- Prison Discharge

Case Management briefings and awareness – raising

Best practice seminars and a series of briefings took place for Health Service Executive, pilot projects, Homeless Persons Unit, service providers and Networks. There were a number of articles and information pieces included in CornerStone and Update in addition to an article in European Reader on Homelessness.

Case Management Interagency Protocols

The Case Management Interagency Protocols were developed as part of a case management pilot led by the Homeless Agency Partnership and the Progression Routes Initiative, in order to guide the working processes of frontline workers in homeless and drugs services. The work that took place to develop the Case Management Interagency Protocols in 2008 is outlined as below:

- Developed initial protocols draft with Interagency Working Group.
- Prepared for Interagency Protocols Pilot, in partnership with Progression Routes Initiative.
- Developed accredited training course with DCU on Case Management of complex cases.
- Initiated Phase One of Interagency Protocols Pilot: June 2008.
- Delivered first accredited training course with DCU for all case managers participating in the pilot.
- Initiated Process evaluation of pilot: tracking progress for cases, and feedback from case managers.
- Amended Interagency Protocols on basis of feedback from case managers and line managers in the pilot.

Case Management Guidebook

In 2008, the Homeless Agency in conjunction with Progression Routes Initiative initiated research into the contents required, in preparation for the first draft of the Case Management Guidebook. The guidebook has been devised to provide comprehensive guidance and support to professionals working in the field of homelessness and drugs.

Learning and Performance Team

The work of the Learning and Performance Team changed dramatically in 2008. Until then all training provision had been unaccredited, with the provision of two cycles of twenty modules of one, two and three day duration addressing skills and knowledge requirements in areas such as mental health, addiction and support issues as well as workshops and best practice seminars.

Learning and Performance Programme

In 2008, the team not only managed the running/administration of the programme but also the rollout of the “Effective managers for the Homeless Sector Programme”, the development of a two day module “An introduction to key working and care planning”, a Training, Education and Employment (TEE) workshop (which took place in September 2008 and culminated in the initiation of the Training Education and Employment Mapping Group), the development of Block 2 of the Competency Framework recruitment and selection toolkit and the provision of a cross-sectoral initiative in conjunction with the Irish Association for Counselling and Psychotherapy (This seminar “Help for the Helper” took place mid 2008).

In tandem with this 2008 saw the preparation (which was built on the accreditation survey of 2007) towards the provision of accredited options for homeless sector key workers and managers.

Review of the Learning and Performance Programme

This was carried out in July/August 2008 and included a review of all outcomes from the Learning and Performance Programme from students, organisations, trainers, the Learning and Performance Network and a focus group of front line workers who had participated in the Learning and Performance Programme. This not only provided an assessment /review of the current provision but also addressed training requirements into the future in keeping with the sectoral case management strategic direction.

Review of the “Effective Managers programme

This took place in December 2008 and the outcomes fed into the development of the accredited module requirements.

Skill; Audit

The Skills Audit, which included the twelve areas outlined in the Holistic Needs Assessment as well as areas of recognised skill requirement for both key worker and manager/supervisor, took place over the third quarter of 2008. The audit sought to establish the level of current skills and knowledge throughout the sector for the roles of key worker and supervisor/manager. The audit was completed by over 76 supervisors and 240 key workers. The outcomes gave a clear indication that there was a need for focused training development for sectoral workers in these areas and in keeping with the Case Management strategy.

Research and liaison with 3rd level institutions and training providers

The team met with a number of 3rd level institutions and training providers with a view to assessing the requirements, resource implications and feasibility of pursuing accredited training options.

Development of Tender documentation

Following the research, skills audit and reviews work took place to develop the tender documentation towards the provision of accredited modules. The documentation was developed and posted on eTenders in late December 2008.

Online database development

In preparation for the accredited provision work needed to be completed to provide for the automation of the admin process and facilitate the accredited provision application processes. Preparatory work took place in late 2008 to provide for this.

Research and Information Team

Counted In 2008

The Homeless Agency completed the triennial census of homelessness in 2008, in conjunction with the Assessment of Housing Need conducted by the Local Authorities. The Counted In survey took place between March 10th and 16th 2008, and followed similar methodology to previous Counted In surveys. In addition, information from other sources such as the Rough Sleeper Counts and study of EU10 Migrants using homeless services were utilised to complete a comprehensive study as to the extent of homelessness in Dublin. Counted In identified a minimum of 2144 homeless households in Dublin during this period, a 5% increase over the same period in 2005, however, the official census figures from the Central Statistics Office report on 5% general population increase for the same period.

Shared Client Database System (LINK)

The LINK system continued its operation in homeless services as the single shared client database during 2008. The Homeless Agency prepared a detailed functional specification for a new Shared Client Database to replace LINK, which was first piloted during 2001 in Dublin. This functional specification formed the basis of an application to tender document, which was formulated during 2008, with a view to commencing development of a new system during 2009

Rough Sleeper Counts

There were five Rough Sleepers Count held in 2008, two were held in the DCC area and one each in Dun Laoghaire – Rathdown, South Dublin and Fingal. The first series of counts were held in April, where all four local authorities were covered 111 Rough Sleepers were found. The second Rough Sleepers Count was held in November Counted covering the DCC only were 104 Rough Sleepers were found.

Quarterly Service Activity Reports

Quarterly Service Activity Reports have been amalgamated with the financial data and are now returned as one report through the finance. The quality of the information captured in these returns, steadily improved in 2008.

Finance Team

Budget for Homeless Services

In 2008, the Finance Team in the Homeless Agency distributed €43,907,903 million of state funds to voluntary and statutory service providers for people who were experiencing homelessness in Dublin. This funding comes from the Health Service Executive and the Department of the Environment, Heritage and Local Government. The Finance Team in the Homeless Agency has fulfilled this role since the approval of its first action plan in 2001. Over seventy different services were funded through the Homeless Agency, which were provided by over 30 voluntary and statutory service provider organisations. The team ensure proper adherence to financial / budgetary procedures within the Homeless Agency.

Internal Budget

In 2008, the team managed the internal budget of €1,457,125, which is supported through processing invoices, managing suppliers etc. The internal budget is monitored and reviewed on a continual basis by the team.

Financial Returns (Quarterly and Annual Returns)

The Finance Team contributed to the revision and improvement of financial documents, support and advice, to ensure that all documentation was accurate and analysed and reviewed on a daily basis.

Service Level Agreement

The team have assisted in the internal process of signing the Service Level Agreement and ensured that the values of partnership, continuous service quality, transparency and accountability and in keeping with the principles as set out in *A Key to the Door*, Homeless Agency Action Plan on Homelessness in Dublin 2007-2008.

Assistance

In 2008, the team assisted in projects related to the *Review of Finances and Expenditure for Homeless Services in Dublin*. The team assisted in value for money and unit costing exercises. The team worked to resolve ongoing queries from providers in relation to funding or receipt of payments and also respond to queries from statutory funders.

Procurement

The team have assisted other teams in the Homeless Agency to ensure that that any tendering process met procurement guidelines.

Funding

Funding through the Homeless Agency arrangements allows for the provision of services for those at risk of homelessness such as tenancy sustainment services, information, advice and advocacy services. The funding also provides frontline support and accommodation for people who are homeless such as street outreach, emergency accommodation, practical support, nursing and GP services, detox and rehabilitation and support for people leaving homelessness including settlement and long-term accommodation.

Homeless Services Budget and Homeless Agency Expenditure 2008

Organisation	HSE 2008	Local Authority 2008	Other Services 2008 (Probation, Addiction)	2008 Total Allocation
Access Housing Unit (Threshold)	0	295,764	0	295,764
AIDS FUND	0	87,635	431,671	519,306
Ana Liffey	204,000	70,500	0	274,500
Bentley House	692,675	357,000	103,688	1,153,363
BOND	162,307	74,460	70,000	306,767
Capuchin Day Centre	121,164	348,668	0	469,832
Crosscare	384,796	396,544	0	781,340
Daisyhouse	70,000	27,533	0	97,533
Depaul Ireland	2,108,412	1,735,323	0	3,843,735
Direct HSE Service Provision	4,250,000	0	0	4,250,000
Dublin City Council	482,292	2,807,294	0	3,289,586
Dun Laoghaire West Pier Project	51,500	52,530	0	104,030
Focus Ireland	1,273,004	4,065,719	0	5,338,723
HAIL	143,194	119,281	0	262,475
Haven House	568,350	392,569	0	960,919
Legion of Mary	92,125	0	0	92,125
Little Flower	0	22,400	0	22,400
Local Authority Services	0	400,000	0	400,000
Merchants Quay Ireland - Faightiu Centre	629,090	1,034,371	0	1,663,461
Miss Carr's	84,900	53,555	0	138,455
Novas Women's Emergency Shelter	488,220	559,947	0	1,048,167

Organisation	HSE 2008	Local Authority 2008	Other Services: 2008 (Probation, Addiction)	2008 Total Allocations
Peter Mc Verry Trust	123,535	94,630	180,000	398,165
Crosscare Charlemont (formerly private premises)	226,725	800,000	0	1,026,725
Respond	554,140	234,576	0	788,716
Salvation Army	2,322,415	2,393,921	57,000	4,773,336
Dublin Simon Community	2,658,386	2,765,141	0	5,423,527
Sisters of Our Lady	181,380	370,039	0	551,419
Sonass	483,987	419,189	0	903,176
Sophia Housing	460,541	457,315	0	917,856
Tallaght Homeless Advice Unit	0	157,416	0	157,416
Teach Mhuire	101,846	167,999	0	269,845
Tenancy Support Services	0	854,000	0	854,000
Vincentian Housing Partnership - Rendu	329,565	250,154	0	579,719
Vincentian Refugee Centre	103,000	133,426	0	236,426
Tenancy Support Services	0	854,000	0	854,000
YMCA vision 2000	315,558	397,808	0	713,366
Homeless Network	41,898	42,736	0	84,634
Holistic Needs Assessment Project	44,000	44,880	0	88,880
Subtotal	19,753,005	22,484,323	842,359	43,079,687
Local Authority Section 10 Funding				
Aoibheas	0	273,544	0	273,544
Iveagh Hostel	0	281,750	0	281,750
Life	0	43,518	0	43,518
Bru na bhFiann	0	192,103	0	192,103
Vergemount	0	37,301	0	37,301
Subtotal	0	828,216	0	828,216
TOTAL	19,753,005	23,312,539	842,359	43,907,903

Homeless Agency Expenditure 2008	
Salaries and Wages	954,490
Homeless Agency Operational and Action Plan Programme Costs (to include the following cost centres): Research, Report Publications and Dissemination, Care and Case Management/Holistic Needs Assessment, Board, Consultative Forum and Network Meetings, Communications, Library and IT Supports (i.e. Link, Website), Parkgate Hall Facilities, Administrative Overheads (i.e. Post, Telephone, Stationary), Temporary Staff Costs,	502,675
Learning and Performance Programme (i.e. Training costs for Homeless and related service provision service staff)	150,867
TOTAL	1,608,302