ITEM 6  HOMELESSNESS STRATEGY 2013-2018

Purpose of Report

This report presents the proposed Homelessness Strategy for tackling and preventing homelessness in Charnwood over the next 5 years together with the associated Action Plan for year one. It follows a comprehensive review of the Council’s Homelessness Strategy 2008-2013.

Recommendations


2. That delegated authority be given to the Head of Strategic and Private Sector Housing in consultation with the Cabinet Lead Member for Housing and Regulatory Services, to agree the Action Plan for years 2-5 of the Homelessness Strategy subject to there being no additional financial or human resource implications arising from the proposals.

3. That in the event of there being financial implications outwith our existing approved budgets, or resource implications exceeding our existing approved establishment arising from the development of the proposed Action Plans for years 2-5, Cabinet receives a further report on the proposed Action Plan at the appropriate time.

Reasons

1. The Homelessness Act 2002 places a legal obligation on all Local Housing Authorities to develop a strategy for tackling and preventing homelessness and the 2006 Homelessness Code of Guidance for Local Authorities requires Homelessness Strategies to be reviewed by their fifth anniversary.

2. To comply with the requirements of the “Gold Standard” that requires Action Plans to be set on an annual basis.

3. To ensure the appropriate approvals are sought before finalising the Action Plan.

Policy Justification and Previous Decisions

The Homelessness Act 2002 places a legal obligation on all Local Housing Authorities to carry out a review of homelessness in their areas in consultation with local partners and stakeholders and to develop a strategy for tackling and preventing homelessness.
Tackling and preventing homelessness is also one of the key themes identified in the Council’s Housing Strategy.

Implementation Timetable including Future Decisions and Scrutiny

This report is scheduled for pre-Cabinet scrutiny at the meeting of the Council’s Overview Scrutiny Group on 23rd September 2013.

The Action Plans for years 2-5 of the Strategy will be developed in accordance with, and subject to approval of, recommendations 2 and 3 above and further reports to Cabinet will be scheduled if necessary.

Report Implications

The following implications have been identified for this report.

Financial Implications

There are no additional financial implications outside existing budget provision associated with this report.

Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

<table>
<thead>
<tr>
<th>Risk Identified</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Risk Management Actions Planned</th>
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<tr>
<td>That the delivery of the Strategy Action Plan is compromised by the council’s three year CLG Homelessness Prevention Grant funding being reduced or discontinued after year 3 in 2015/16.</td>
<td>Possible</td>
<td>Moderate</td>
<td>The Homelessness Strategy Steering Group meets quarterly to review and refresh the Action Plan and will identify those targets that may be compromised and develop mitigating actions.</td>
</tr>
<tr>
<td>That the delivery of the Strategy Action Plan is compromised by financial constraints on our partner agencies and stakeholders</td>
<td>Possible</td>
<td>Moderate</td>
<td>The Homelessness Strategy Steering Group meets quarterly to review and refresh the Action Plan and will identify those targets that may be compromised and develop mitigating actions. External funding streams and fund raising opportunities will be vigorously pursued.</td>
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Equality and Diversity

It is the Council’s policy that new policies, procedures, services and functions are subject to an Equality Impact Assessment (EIA)

This Strategy and Action Plan focuses on delivering services and support to some of the most vulnerable members of society and an equalities impact assessment (EIA) is available as a background document to this report. The EIA shows no adverse impacts on any particular group, but does identify an imbalance in resources between males and females who have been subject to domestic violence. This is picked up in the Action Plan through the development of a housing pathway identifying supporting partner agencies and protocols for those individuals.

Key Decision: Yes

Background Papers: Equalities Impact Assessment

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Part B

A. Background

1. Cabinet, at its meeting on 26th June 2008 approved (min 36) the Homelessness Strategy 2008-2013. The associated Action Plan contained the following key priorities, against which there were a number of underpinning targets and objectives.

- Preventing homelessness through effective housing advice and options.
- Preventing homelessness through the provision of timely education and information.
- Preventing homelessness through helping people to live independently through tenancy sustainment & support services.
- Reducing the use of insecure temporary accommodation to meet the 2010 target and ensuring that any accommodation used is appropriate and suitable.
- Providing settled homes for homeless and potentially homeless households.
- Providing appropriate support (accommodation and tenancy) for vulnerable people.
- Working with partners to prevent homelessness from occurring and to provide assistance where it does.

2. In order to ensure that progress has been made with the targets and objectives, the strategy and action plan have been monitored on a quarterly basis through the multi-agency Homelessness Strategy Steering Group, the key remit of which includes:

- Monitoring progress against individual actions within the action plan and forming smaller working groups to deliver actions where necessary.
- Reviewing the overall progress being made in tackling homelessness locally and identifying any newly emerging issues.
- Reviewing the strategy and action plan where necessary to take account of changing circumstances at the local, regional and national level.
- Updating and publishing the action plan following each quarterly meeting.

3. There have been some significant achievements over the last 5 years that are described in more detail in the “Local Successes” section of the Strategy for 2013-2018 attached at Appendix A, particularly:-
• The Single Access Point for 16-17 year olds threatened with homelessness.

• The Sanctuary Scheme to protect victims of domestic violence.

• Youth Shelter opening the Falcon Centre in Loughborough to provide accommodation for people in emergency housing need.

• The adoption of the Severe Weather Emergency Protocol and promotion of the Streetlink Service to tackle the problem of rough sleeping.

4. Equally the changing landscape over the last few years has made significant impacts on the management of homelessness nationally. New legislation has introduced both opportunities and challenges as set out in the attached Strategy, through The Localism Act and Welfare Reform. The publication of government guidance such as "A Housing Strategy for England" and "Making Every Contact Count" has naturally informed the development of our strategy for 2013-2018 and is the rationale for our Housing Needs Service aspiring to achieve the new Gold Standard described below. The development of the Supporting Leicestershire Families programme will also deliver important value adding strands to our homeless prevention work.

B. The review

In partnership with local agencies the review of the current strategy has been carried out against the following objectives.

• To provide an update on homelessness and housing need in Charnwood.

• To review the effectiveness of the homeless prevention and housing options schemes which have been undertaken and developed since 2008.

• To provide feedback from partners and agencies about current homelessness issues and services.

• To review service user satisfaction with housing services in the Borough and consider any changes needed to address any problems.

• To review the appropriateness and suitability of services provided for vulnerable households.

• To advise on the implementation of new initiatives and progress of existing schemes to maximise to prevent homelessness, provide support to homeless and potentially homeless households and to maximise the supply of affordable housing.

• To update action plans covering the steps that have been taken to meet the initial strategic objectives laid out in the 2008-2013 strategy and set out actions for the future.
C. Consultation

This new Strategy and Action Plan has been developed over a number of months through the involvement of the Homelessness Strategy Steering Group (HSSG). This is a multi-agency group comprising partners committed to the prevention of homelessness and the improvement of services to the homeless who oversee the strategy and action plan to ensure the strategy is delivered effectively. The Action Plan identifies the specific partners in the HSSG responsible for delivering each of the objectives.

A round table discussion took place in January 2013 to identify key themes and an overarching ambition for the strategy, and further work and discussions have taken place both collectively and with individual partners over the subsequent months.

A draft strategy document was then produced and distributed to the Homelessness Strategy Steering Group, RSL Liaison Group and other key partners as well as being available for comments and suggestions on-line, with the consultation period promoted in the Leicester Mercury.

Consultation responses were all very positive in relation to our aspirations towards achieving the Gold Standard.

It has also been possible to build the action plan on an incremental basis as the work of other officer working groups (for example Welfare Reform, Charnwood Connect Big Lottery Bid and Supporting Leicestershire Families) has fed into the process.

Furthermore the HSSG has agreed to develop a co-production model for service development and delivery and this is picked up in the action plan. Co-production has been defined as “the active input by the people who use services, as well as – or instead of – those who have traditionally provided them.”

D. Proposals

Building on the priorities identified in the 2008-13 strategy and based on the outcomes of the consultation described above it has been agreed by the Homelessness Strategy Steering Group that achieving the Gold Standard will underpin the priorities of this strategy.

The following ten challenges are the building blocks of the Homelessness Gold Standard being developed by the National Homeless Advice Service:-

1. Adopt a corporate commitment to prevent homelessness which has buy in across all local authority services.

2. Actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs.
3. Offer a Housing Options prevention service, including written advice, to all clients.

4. Adopt a *No Second Night Out* model or an effective local alternative.

5. Have housing pathways agreed or in development with each key partner and client group that includes appropriate accommodation and support.

6. Develop a suitable private rented sector offer for all client groups, including advice and support to both clients and landlords.

7. Actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme.

8. Have a homelessness strategy which sets out a proactive approach to preventing homelessness and is reviewed annually so that it is responsive to emerging needs.

9. Not place any young person aged 16 or 17 in Bed and Breakfast accommodation.

10. Not place any families in Bed and Breakfast accommodation unless in an emergency and then for no longer than 6 weeks.

As guidance emerges from the National Practitioner Support Service (NPSS) on the process for attaining the Gold Standard it is proposed to present our Housing Needs Service for peer review assessment at the appropriate time and when strong supporting evidence (including the value adding elements from our key partner agencies) can be presented against the above priorities. Associated with this will be the need to ensure our staff and partners receive the necessary free NPSS training, support and development to enable us to evidence the Ten Challenges, and then to identify at least three local authorities to partner up with for the peer review scoring process.

**Appendices**

The proposed Homelessness Strategy 2013-2018 and associated Action Plan for year one is attached at Appendix A.
Appendix A

Charnwood Borough Council

Homelessness Strategy

2013 - 2018

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Introduction

The development of this new Homelessness Strategy comes at a time of great change in housing, welfare and social policy and there are many pressures on housing in Charnwood that will continue in future years.

This Homelessness Strategy is underpinned by a number of key Policy documents, including the Council’s Tenancy Policy and Allocations Policy and its main objectives are twofold:- firstly to prevent homelessness wherever possible in the borough and secondly, where this is not possible, to ensure that the quality of service and support provided to the homeless is of the highest possible standard to mitigate the negative effects that homelessness can cause.

Whilst these objectives have been embedded within our Housing Options service over the lifetime of our last two Homelessness Strategies, the significant progress that has been made could not have been achieved without the hard work and commitment of our partners and Charnwood’s Homelessness Strategy Steering Group is one of the most developed in the region. However, there is always room for improvement, particularly in an environment where we are constantly facing fresh challenges.

This strategy reaffirms our commitment to the objectives above, sets out how we hope to achieve them and furthermore, states our commitment to achieving the recently introduced “Gold Standard Challenge” to local authority housing options services, thereby demonstrating that Charnwood’s service compares with the best in the country.

The Action Plan that will drive this strategy has been co-developed with our key stakeholders and sets out evidence based challenges and considers the challenges and opportunities that will come forward in year one and over the next five years.

The document also outlines some significant achievements that we have been able to make since our last Homelessness Strategy was published some five years ago.
Developments since the last strategy

National Policy

Localism Act

The Localism Act has introduced a number of changes that impact on homelessness both directly and indirectly.

Its most direct impact has been the introduction of the Private Rented Sector Offer for homeless households. Previously, any local housing authority looking to discharge their homelessness duty in the private rented sector could only do so with the agreement of the applicant. Now, subject to some safeguards, and providing an authority has a Private Rented Sector Offer Policy, the homelessness duty can be discharged by a suitable private sector offer.

The Act also introduces fixed term tenancies where social landlords choose to use them and as a result, the requirement for local housing authorities to develop tenancy strategies and for social landlords to publish tenancy policies (the former setting out an authority’s expectations of landlords within their areas with regard to the use of fixed term tenancies and the latter setting out how landlords intend to use them).

The rationale for the use of fixed term tenancies is that it allows best use of stock as a tenancy will not be renewed if a household’s needs have changed either in terms of their ability to meet their own housing needs outside of social housing or their requirement for the accommodation they are currently occupying.

Finally the Act also introduces changes to the rules governing allocations of social housing, allowing local authorities to restrict those who are able to access the housing register and providing more flexibility as to who qualifies for an offer of housing. These changes have been adopted in the recent review of our Allocations Policy.

Careful consideration of the role the private rented sector can play in meeting the housing needs of homeless households needs to be given before developing and adopting a Private Rented Sector offer Policy and this is a matter that is being kept under review following Cabinet’s approval of the Council’s Allocations Policy at its June 6th 2013 meeting.

Although there has only been limited take up of fixed term tenancies by Registered Providers within Charnwood to date, it is likely that during the lifetime of this strategy we will see the first households who have their social tenancies brought to an end in the social sector. In terms of the Council’s own stock it has been decided not to use the option of granting fixed term tenancies pending a review of the position by June 2015.
Welfare Reform

Welfare reform is an umbrella term that covers a whole range of changes to the way welfare benefits are calculated, administered and provided.

Some changes, such as the extension of the single room rate in the private sector to over 35s have been in place for some time, some have been recently introduced such as the social housing size criteria whilst some are in the process of a phased introduction such as the total benefit cap and universal credit.

Whilst it is possible in some cases to measure the impact of individual changes as they are introduced, the cumulative impact over the coming years is much harder to predict but this is being regularly and carefully monitored by an officer working group representing the appropriate Council services.

A key priority of this Strategy therefore is ensuring that the responses to these changes are both flexible and proportionate.

A further challenge as a result of the current spending review is the change to the rules relating to legal aid. This is beginning to impact on organisations such as Living Without Abuse who support victims of domestic violence to seek legal interventions, as the burden of proof required to qualify for legal aid has been raised, and so increasingly orders such as occupation and non-molestation orders are being sought by groups without adequate legal advice.

A Housing Strategy for England

In November 2011 the government published its Housing Strategy for England

The Strategy sets out a package of reforms to:

- re-invigorate the housing market
- lay the foundations for a more responsive, effective and stable housing market in the future
- support choice and quality for tenants
- improve environmental standards and design quality

One area focused on is the quality of housing experience and support, in particular emphasising the government’s:-

- Commitment to homelessness prevention
- No Second Night Out initiative
- Support for Private Rented Access funding
- Supporting Families Programme
- Empowering independence
Making Every Contact Count: A joint approach to preventing homelessness

Published in August 2012, Making Every Contact Count sets out ten local challenges for local housing authorities which reiterate some of the commitments in the Housing Strategy for England.

These ten challenges are the building blocks of the Homelessness Gold Standard being developed by the National Homeless Advice Service and it has been agreed by the Homelessness Strategy Steering Group that achieving the gold standard will underpin the priorities of this strategy.

Challenges

1. Adopt a corporate commitment to prevent homelessness which has buy in across all local authority services

2. Actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs

3. Offer a Housing Options prevention service, including written advice, to all clients

4. Adopt a *No Second Night Out* model or an effective local alternative

5. Have housing pathways agreed or in development with each key partner and client group that includes appropriate accommodation and support

6. Develop a suitable private rented sector offer for all client groups, including advice and support to both clients and landlords

7. Actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme

8. Have a homelessness strategy which sets out a proactive approach to preventing homelessness and is reviewed annually so that it is responsive to emerging needs

9. Not place any young person aged 16 or 17 in Bed and Breakfast accommodation

10. Not place any families in Bed and Breakfast accommodation unless in an emergency and then for no longer than 6 weeks

Supporting Leicestershire’s Families

Leicestershire’s response to the National Troubled Families Programme is the development of Supporting Leicestershire Families (SLF). Leicestershire
County Council is the Accountable Body in terms of the overall programme although each district council has developed their own delivery model based upon need within the locality. It is estimated that there are over 1066 families within Charnwood that will qualify for support from the programme and the Charnwood model will be resourced by 15 Family Support Workers and 2 Senior Family Support Workers. Housing cuts across every area of public policy and ensuring families have settled and secure accommodation will be an essential part of the SLF offer and therefore partners within the Steering Group will have a significant role in ensuring the service delivers positive outcomes.

To qualify for the scheme a family must meet a number of trigger criteria with the highest priorities being worklessness, perpetrators of crime/ASB and education attendance, attainment and behaviour.

Both housing options and landlord services have a key role to play in supporting the SLF programme and current policies and procedures will be reviewed to ensure they add value and do not compromise the work of the SLF programme, and to ensure pragmatic solutions can be found to support the work.

**Changes in Health Services**

There have been significant changes to the way health services have been organised and commissioned which provide opportunities to rethink the contribution that housing can offer to health but also the responses health can offer to the homeless and vulnerably housed. Changes include:

- Public Health funding transferred to Top Tier Authorities, in our case Leicestershire County Council
- Integrated Health and Social Care Commissioning
- The development of Health and Well Being Strategies
- The introduction of the NHS Commissioning Board (NHS England) and Clinical Commissioning Groups (CCGs)

Charnwood along with the other Leicestershire Districts (through the Leicestershire Housing Partnership and supported by the Chief Housing Officer Group) are currently working with the Chartered Institute of Housing to develop “A Housing Offer for Health,” to demonstrate to the Health sector the positive impact on health and wellbeing housing can achieve. Effective housing interventions can also achieve significant monetary savings in terms of health budgets. It is hoped that this will be the start of more integrated working to improve the combined offer of both sectors. Making a sound case that homelessness and its damaging effects are recognised as a priority for action by the Leicestershire Health and Well Being Board is therefore essential.
Joint Strategic Needs Assessment (JSNA)

The JSNA identifies the current and future health and wellbeing needs of a local population. In Leicester(shire) it explicitly identifies the role housing plays in health and wellbeing.

The key priorities identified within the 2012 JSNA are:

• Giving children the best start in life
• Managing the shift to early intervention and prevention
• Supporting the ageing population

In addition to targeting specific stages of life, the following cross cutting themes have been identified:

• Targeting the communities with the greatest needs
• Improving mental health and wellbeing

Minimising homelessness amongst families and improving services to those families that do become homeless can play a key part in giving children the best start in life.

By improving housing options and support for the vulnerably housed we can also improve the mental health and wellbeing of individuals as there is a demonstrable link between homelessness and poor mental health.

Crisis (The national charity for single homeless people) identify that poor physical or mental health, along with dependency issues, are issues for the entire homeless population, whether they are sleeping rough on the streets, living in hostels, or in overcrowded or temporary accommodation. Physical disabilities, mental ill health or dependency issues can also trigger, or be part of, a chain of events that lead to homelessness.

The outcomes of the JSNA are embedded in the local CCGs strategies and so engaging with the JSNA process will ensure that the health needs of the homeless and vulnerably housed are met.

West Leicestershire Clinical Commissioning Group

West Leicestershire Clinical Commissioning Group (CCG) looks after NHS services and care for the 365,900 people living in Hinckley and Bosworth, North and South Charnwood, and North West Leicestershire.

They have identified the health needs of the homeless as a priority and the North Charnwood Locality Lead on the West Leicestershire CCG Board is a current member of our Homelessness Strategy Steering group.
The CCG are currently working on a pilot project to develop a bespoke health offer to the homeless, considering both the issues of access to services for the homeless, and the specific health needs of the homeless and rough sleepers.

The issue of integrated health and social care commissioning is particularly important for the homeless as a joined up approach to both health and housing issues is crucial to improving well-being and addressing inequality.

Local Successes

Since the last strategy some significant achievements have been delivered in the locality.

The Single Access Point (SAP)

The Single Access Point is a specialist homelessness prevention service for 16 and 17 year olds and their families. The service was set up in partnership with Charnwood Borough Council and The Bridge in 2008. The SAP was developed as a result of there being a large number of 16 and 17 year olds at the time who were presenting as homeless and consequently being placed in unsuitable bed and breakfast accommodation. Charnwood Borough Council and The Bridge worked together to develop an innovative new service which would address the issue of youth homelessness whilst also helping to deliver the wider prevention strand of the prevailing Homelessness Strategy.

The initial pilot of the Single Access Point was hugely successful and at the end of the first pilot year a 93% reduction was achieved on the previous year’s bed and breakfast usage. This reduction has been maintained year on year – even in a context where homelessness is increasing nationally.

The success of the SAP can be attributed to genuine strong partnership working and multiagency commitment to prevent homelessness amongst this age group. The SAP approach of involving family members and offering a service to parents to help resolve difficulties at home has enabled a sustainable and “root cause” approach to homelessness prevention work. The whole family and bespoke support approach of the SAP which includes learning from practice with young people and their families has ensured a sustainable and effective approach to homelessness prevention work.

The model has also been identified by the CLG as good practice for promoting in other local authority areas. The innovative approach of the SAP has received national recognition with Charnwood Borough Council and The Bridge winning the Children and Young People Now early prevention award in 2009 and again in 2011 in recognition of the effective partnership approach under the “third sector engagement” category.
The Sanctuary Scheme

The development of a sanctuary scheme was a priority identified in the first Homelessness Strategy and work has been underway to implement and refine the scheme over a number of years against a backdrop of difficulties in engaging all the partners that have a contributory role during a period of prolonged financial constraints.

The scheme grant- aids security measures for people at risk of domestic violence to address any aspects of vulnerability within their home and provides reassurance and peace of mind whilst allowing them to remain in their existing accommodation rather than having to move house. Early adopters of the Sanctuary approach focussed on developing a full secure room within the home which could be used if the perpetrator gained access to the property until the police arrived, although in Charnwood in most cases security measures have instead focussed on minimising the likelihood of the perpetrator gaining access.

To date 72 households have received assistance with security measures through the service, ranging from replacement locks to a full safe room and 92% of clients that completed the evaluation form reported feeling safer in their own homes as a consequence.

Falcon Centre

Improving the availability and quality of quick access accommodation for people in emergency housing need has been a long standing priority of the Homelessness Strategy Steering Group and a wide range of options and opportunities have been explored. Recently, Youth Shelter were successful in securing funding to provide quick access supported housing within Loughborough and they identified a suitable property which was available for lease.

The Falcon Centre in Loughborough provides accommodation for anyone aged 16 or over who is homeless or at risk of homelessness in Charnwood, North West Leicestershire and Melton. It opened on May 1st 2013 and to date 43 individuals have been accommodated by the service. During that time 11 residents have been moved on through a planned move.
Severe Weather Emergency Protocol (SWEP)

Charnwood has always met its statutory obligation to provide emergency temporary accommodation for rough sleepers who approached the council for assistance during periods of severe weather. However, this response had been entirely reactive, relied on rough sleepers knowing how to contact the council and focussed on providing overnight shelter only. Rough sleepers are likely to have both long term accommodation needs as well as various other short term issues that may need addressing so to address these issues, a multi-agency partnership was developed through the established Homelessness Strategy Steering Group to develop provision of a more coordinated service during periods of extreme and cold weather in the borough.

For example, faith groups have a long tradition of providing hot and cold food through regular soup runs in Loughborough. By detailing this provision in the protocol in a section on "what, where, when", partners are able to signpost customers to food and clothing supplies as required.

The SWEP Protocol aims to ensure all partners are aware of the process for referring clients, and crucially when severe weather arrangements are activated, to maximise the reach of provision whilst co-ordinating access to other services that may also be able to assist rough sleepers.

In its first winter (2012-13) the scheme assisted 14 clients with two of them supported to access permanent accommodation through the protocol.

The SWEP has not only ensured improved services for rough sleepers, it has provided the window to developing effective working partnerships with organisations the steering group had not traditionally worked with, most notably faith groups.

As new facilities become available within Loughborough the ambition is to improve the quality of the SWEP offer for future years.

Since January 2013 the Council has been actively promoting “Streetlink”, the national service set up to allow the public to report rough sleepers, by ensuring a presence on its internet and intranet domains. This enables the Council’s entire workforce to report incidents of rough sleeping that they discover in the borough during their work. To date we have received 10 referrals through the service.

The case studies above highlight some of the achievements over the last five years but there have been a range of others as well such as the development of a tenancy support team within Landlord Services that helps vulnerable people sustain their tenancies, and a multi-agency pre-eviction panel. The pre-eviction Panel meets before any decisions are taken to evict council tenants and ensures that all possible steps are taken to prevent the eviction.
Finally, a preventing repossessions scheme to support owner occupiers in financial difficulty has been launched in partnership with the CAB and Clockwise Credit Union.

All of these achievements demonstrate the successes that can be achieved by a collaborative approach to service development and strong partnerships and it is important that these foundations are built upon during the course of this strategy.

**Current Activity and Performance**

Whilst it is important to acknowledge that performance monitoring outputs and inputs only tells part of the story, considering changes in the profile of homelessness cases can help identify where service pressures are likely to arise and provide the intelligence to inform the allocation of resources and service shaping.

The most robust data for comparing levels of homelessness activity, both over time and across local authorities, is that contained in the P1E return. This is a national dataset that records homelessness activity across all English housing authorities and which for the most part has remained standard over the last 10 years.

Table 1 below shows our number of homeless acceptances per year along with the number of homelessness decisions being made and it is clearly evident that there is a year on year increase, although this is not a situation unique to Charnwood. A case is accepted as homeless if the Council has found that the applicant is homeless, in priority need and not homeless intentionally. The decisions figure includes everyone who received a decision in relation to their homelessness application regardless of outcome. Cases who we do not owe the full homeless duty to are only entitled to temporary accommodation whilst their case is being considered and there is no statutory obligation to ensure they secure permanent accommodation.

This increasing trend will be kept under careful review in terms of the impact on resource planning and case load management in the Housing Options Team.

**Table 1-Number of homeless acceptances and decisions**

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<tr>
<td>accepted</td>
<td>97</td>
<td>101</td>
<td>125</td>
<td>164</td>
</tr>
<tr>
<td>decisions</td>
<td>120</td>
<td>144</td>
<td>156</td>
<td>205</td>
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The increase in the number of people receiving decisions is an indication of the volume of casework officers are undertaking and is time that cannot be spent on pro-active prevention work. The increase in the number of people being accepted as homeless has created additional pressure on resources including temporary accommodation and in most cases the need to secure permanent social housing.
Graph 1 below illustrates these figures

A further key piece of information that can inform both service development and prevention initiatives (ensuring that they are effectively targeted and maximise their impact on the service) is to analyse the causes of homelessness.

The P1E categorises the causes of homelessness into 21 different classifications. As graph 2 below demonstrates, the reasons for homelessness fluctuate from quarter to quarter. However, the causes that repeatedly rank within the top two are the ending of assured shorthold tenancies and the violent breakdown of relationships.

These are two areas that the Council already prioritises in terms of resourcing prevention initiatives. Charnwood utilises its CLG preventing homelessness annual grant to support the Bridge to host a tenancy relations officer who can advocate on behalf of private tenants and ensure that landlords do not unlawfully end tenancies. Living Without Abuse (LWA) is also provided with financial support for their domestic violence outreach service and we are a key partner of the sanctuary scheme. What is clear however is that with the growing use of the private rented sector, the likelihood is that without these interventions, the numbers becoming homeless from shorthold tenancies is likely to increase.
The P1E also captures information regarding the reason an applicant is in priority need. This information can prove useful for two reasons, firstly to identify any areas where early intervention services may be able to minimise incidents of homelessness or indeed areas where existing services are not working in a joined up way, but also to provide intelligence as to the likely demand for the alternative types of temporary accommodation.

As can be seen from graph 3 below, by far the largest single group of households owed the full homeless duty is those that include dependent children and there is fluctuation between the other causes with only people with mental health problems otherwise showing continued high incidences.
What graph 4 below shows however is that there has been a marked shift from applicants without children making up the majority of cases until quarter 2 of 2009/10 after which households with children begin to consistently outnumber those without children.
This is likely to have implications for both the type of accommodation and services required to support homeless households. Furthermore it suggests that whilst, despite some fluctuations, the number of people who are vulnerable facing homelessness has remained relatively static, the number of people that are simply struggling to secure or maintain family accommodation has increased. This suggests that underlying housing market issues are the biggest factor in the rise in homelessness and that the focus needs to be on housing rather than the individual.

One of the highest profile homelessness indicators is the number of households in temporary accommodation and the previous government set a high profile commitment to halving the number of households in temporary accommodation between 2004 and 2010.

There was a sustained and increasing reduction in our use of temporary accommodation between September 2008 and December 2010 however since then there has been a sustained rise although the level has now settled at around 40-50 households at any one time.

Some work has been undertaken to try and capture the full case load of homelessness activity within the borough outside of that which the PIE
measures in order to develop a base line, although this will require further refinement before it can be used as a measure of direction of travel.

Currently the number of households in temporary accommodation is a Corporate Plan key indicator, demonstrating the importance the council places on dealing with homeless households promptly and effectively.

**Priorities for the future**

Since the development of the first Homelessness Strategy in 2003 Charnwood has facilitated a steering group to oversee the delivery of the strategy action plan and to champion housing and homelessness services within the borough.

As part of the development of this strategy the group has identified a number of overarching priorities or ambitions to address and these headings and supporting work streams have been carried forward to the Action Plan. These are:

- Minimising Homelessness
- Improving Housing Options
- Supporting the Homeless
- Protecting the resources in the locality
- Partnership working
- Further develop intelligence and performance management information

Furthermore, the group acknowledged that given the current financial climate it would be necessary to ensure that the strategy focuses on improving outcomes within existing resources as it is unlikely that there will be significant additional funding available. However we will remain alert, flexible and responsive to any funding opportunities that do occur to protect and improve services where possible. The Council and its partners have a significant and successful track record in this respect.

**Gold standard**

The ten challenges of the Gold Standard are clearly aligned to and support these ambitions. An integral part of delivering the strategy will therefore be to demonstrate that the steering group collectively meets the standard.

**Minimising Homelessness**

It is universally accepted that the most effective way to deal with households is through preventing homelessness through either early intervention allowing people to remain in their existing accommodation, or through enabling them to access alternative accommodation in a planned way.

Therefore we will continue to focus resources on homelessness prevention as well as improve our intelligence in terms of the Council’s homelessness caseload to identify areas to target prevention capacity.
Housing Options Service (Gold Standard challenge 3)

The Gold Standard sets out the challenge to offer a Housing Options prevention service to all clients including written advice. The Council already provides a Housing Options prevention service and the Bridge delivers a housing advice service through a Council funded service level agreement. The CAB provides a debt advice service part funded through our CLG homelessness prevention grant on behalf of the Housing Options team. As part of the commitment to achieving the gold standard we will therefore agree a service standard for written advice across all services providing options advice within the borough.

Supporting Homeowners in Difficulties (Gold Standard challenge 7)

The Gold Standard also sets the challenge “to actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme.” The Council provides a range of services for home owners in difficulties. The Housing Options team have actively promoted the mortgage rescue scheme wherever possible since its introduction and has an arrangement with the local Credit Union to administer the preventing repossessions funding. We will continue to develop services wherever possible to support home owners in difficulty. Since the first application completed in 2010, a total of 15 households have received positive assistance from the mortgage rescue scheme within Charnwood, either through selling a share of their home to a housing association (shared equity scheme) or selling the home outright and remaining in the property as tenants.

Improving Housing Options

Though improving housing options and providing the information to enable informed decision making we will reduce the numbers approaching services with housing difficulties. This ensures better outcomes for householders and also allows for the most effective use of resources.

Private Rented Sector Offer (Gold Standard challenge 6)

The standard highlights the need to develop a private rented sector offer for all client groups. This will be delivered as part of the housing pathways work that is currently being developed for a number of client groups such as offenders and people discharged from hospital. We will build upon the experience of Adullam’s work in this area. Adullam are a provider of specialist housing and support services for some of the most vulnerable and socially excluded people. In Leicestershire they have recently run two projects, a rent deposit scheme funded by Crisis and research into the barriers faced by vulnerable people in accessing the Private Rented Sector funded through the County Council’s “Innovation Challenge,” programme. We will also utilise the Homefinder scheme recently developed for Leicester and Leicestershire which is a web based portal bringing landlords and potential tenants together across the sub-region to meet a priority identified through the Single Homeless Funding that the sub-region received.
Housing Pathways (Gold Standard challenge 5)

The standard identifies the need to have housing pathways agreed or in development with each key partner and client group that include appropriate accommodation and support. The Council is currently the lead authority on a project to develop housing pathways for offenders and The Bridge has coordinated a consortium bid to fund a project which will deliver improved health outcomes and reduce unnecessary hospital stays for vulnerable homeless people whilst reducing readmissions. Furthermore through the Single Access Point, The Bridge have developed a range of housing pathways for 16 and 17 year olds. Other groups for which we will develop pathways to meet this challenge include those leaving care and former members of the armed forces.

Supporting the Homeless

Whilst our priority is preventing homelessness wherever possible it is important that we ensure that households that become homeless get the best possible support to minimise the detrimental effects homelessness can cause. There are a number of initiatives that deliver this.

Improving the Quality of Temporary Accommodation

As part of achieving the Gold Standard we will ensure that we never use B&B accommodation for 16/17 year olds (challenge 9) and we will only use it for families in an emergency (challenge 10). Furthermore we will analyse demand for temporary accommodation to ensure that we have sufficient resources to meet these needs most effectively as well as working with providers and partners to effectively target support and opportunities for those resident in temporary accommodation.

No Second Night Out (Gold Standard challenge 4)

The standard identifies the challenge to adopt a No Second Night Out model or an effective local alternative. Whilst the lack of direct access accommodation in the district has historically been a barrier to providing a no second night out solution, the aforementioned success of the SWEP has provided a firm foundation to be built upon. Also the recent addition of resources within the borough such as the Falcon Centre increases the options available to meet the no second night out commitment.

Protecting the resources in the locality

It is important that the partnership continues to work together to maximise and protect the housing/homelessness resources that have been secured for the borough. Preventing homelessness saves lives whilst also contributing to significant efficiency savings. There needs to be a concerted effort to ensure that the value of prevention and early intervention is recognised outside of the housing world. The Council and its key partners are engaged in, and contribute significantly to high level work within the county and it is important
that we continue to ensure that housing and homelessness remain as key priorities within the County Commissioning arrangements.

**Partnership working (Gold Standard challenge 2)**

Since the publication of the first homelessness review and strategy in 2003 Charnwood has always adopted a multi-agency partnership approach to strategy development and service delivery. The Gold Standard identifies the need to actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs. Through the strategy steering group, Charnwood has actively developed its partnerships for many years although there are still areas where we need to ensure that our partnerships are effective and we have sufficient voice. As part of the development of the annual action plan we will map current representation on, and engagement with, the steering group and ensure that all partners are able to engage with the strategy at a level that is appropriate to them.

**Charnwood Connect**

Charnwood Connect is a two year Big Lottery Funded project which will build resilience within the advice sector in the borough whilst also strengthening pathways into advice services. The project will also deliver some significant legacy in terms of partnership working.

There are four distinct but joined up elements to Charnwood Connect

1. The development of a multi-faceted bespoke Knowledge Hub - there will be two distinct areas to the Knowledge Hub. One aspect will be to support practitioners in terms of specialist learning, policy & procedural updates & legislative updates. The second aspect will be a client facing resource which will include information on all available services within the locality, access to online advice & information resources & information about referrals & sign posting.

2. Prevention, advice and specialist support - Charnwood Connect will offer an empowering service. The aim is to enable people to take control of their lives by offering advice, information & support on social welfare law. Early intervention is an effective use of limited resources.

3. Education, training and enabling - Charnwood Connect will offer a financial education training programme giving skills, knowledge and confidence to enable people to make informed decisions regarding the use and management of money.

4. Volunteering - Volunteering is an effective pathway to employment. Charnwood Connect will build upon & develop the successful volunteering model which is delivered by CAB. This will contribute to ensuring that Charnwood Connect can meet the ever increasing demands for frontline service delivery.
Developing intelligence and performance management information

The last two strategies have focused on the delivery of specific activities often linked to the development of new services. However, with the changing circumstances in which we are now working, it is equally important that we maximise the value that we receive from existing services.

Scrutiny/Performance Framework

As well as ensuring delivery of the action plan, there will be an increased role for the steering group in monitoring the impacts of existing service provision as well as developing a better understanding of cause and effect.

Example

Performance Indicator NI 156: Number of households in temporary accommodation

This indicator is used by government to assess how well homelessness is being dealt with nationally.

However, the number of households in temporary accommodation is an effect and not a cause. To better understand performance out-turns, we need to interrogate the interdependent factors that lead to households being placed in temporary accommodation.

There are a number of factors that feed into the overall figure relating to numbers in temporary accommodation including:

- Number of homeless applications
- Length of time taken to reach a decision on the application
- Number of households able to remain in their present accommodation
- The length of time between accepting a full homelessness duty and permanently rehousing an applicant
- Other changes in guidance or case law could also impact on the figure if we are required to change the way we deal with homeless cases with regard to providing accommodation.

A suite of performance indicators will be agreed as part of the action plan.
Using Intelligence

As well as effectively monitoring performance it also important that the steering group puts in place effective mechanisms to identify and understand emerging trends and use this intelligence to ensure we allocate resources where they can be most effective. As well as developing performance indicators the steering group will also agree a set of “housing market” indicators to try and identify and forecast likely future service pressures.

Understanding the needs of service users

As we identify services for development through this strategy we will ensure that they are done so through a co-production model to meet the needs of service users, building upon the lessons learnt by partners that received funding under the Leicestershire County Council Funding Innovation Challenge Programme.

The programme, which was delivered over two funding rounds was set up to encourage the development of new services that were led by service users to ensure they met their needs through a co-production model. Co-production has been defined as “the active input by the people who use services, as well as – or instead of – those who have traditionally provided them.” So it contrasts with approaches that treat people as passive recipients of services designed and delivered by someone else. It emphasises that the people who use services have assets which can help to improve those services, rather than simply needs which must be met. These assets are not usually financial, but rather are the skills, expertise and mutual support that service users can contribute to effective public services. One of the legacies of the project was the development of a toolkit to support providers who wish to apply these principals to their work and this, along with the experiences of members of the steering group who have received funding though the programme, will ensure that services are developed to meet users’ needs.

Annual Action Plan (Gold Standard challenge 8)

This strategy identifies the overarching priorities of organisations working within the field of homelessness in Charnwood over the next five years.

In keeping with the aspiration to achieve the Gold Standard, and to address experiences gained from managing the last strategy, where a number of longer term aims became outdated by the time they reached their associated target dates, the strategy steering group will instead work to delivering an annual action plan to be reviewed in year one and then agreed for subsequent years.
Action Plan 2014

One of the key priorities of the strategy is to achieve the Gold Standard within Charnwood and this plan clearly identifies (in the column headed GS) those actions that will directly contribute towards delivering this although the other actions will help develop the tools to ensure that a gold standard service is effective.

<table>
<thead>
<tr>
<th>Partner Abbreviations</th>
</tr>
</thead>
<tbody>
<tr>
<td>APs- Accommodation Providers, CCP- Charnwood Connect Partners, CSC- Children’s Social Care, HNM – Housing Needs Manager, HRBCS- Head of Revenues, Benefits and Customer Services, HSSG- Homelessness Strategy Steering Group HSSM – Housing Strategy and Support Manager, PAM – Probation Accommodation Manager, PPO – Policy and Performance Officer, PSH – private sector housing, RSLLG- RSL Liaison Group, SHOO – Senior Housing Options Officer, TRO – Tenancy Relations Office</td>
</tr>
</tbody>
</table>

Minimising Homelessness

<table>
<thead>
<tr>
<th>Aim</th>
<th>What we need to do</th>
<th>Lead Partners</th>
<th>Target Date</th>
<th>how will we know we have succeeded</th>
<th>GS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitigate the negative impacts of Welfare Reform</td>
<td>Monitor the impact of the changes to single room rate</td>
<td>Housing Needs, The Bridge</td>
<td>April 2014</td>
<td>Analysis of homelessness amongst 25 – 35 year olds</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support, engage and influence CBC Welfare Reform working group</td>
<td>HSSM, HNM</td>
<td>On-going</td>
<td>Homelessness features in action plan</td>
<td></td>
</tr>
<tr>
<td>Aim</td>
<td>What we need to do</td>
<td>Lead Partners</td>
<td>Target Date</td>
<td>how will we know we have succeeded</td>
<td>GS</td>
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<tr>
<td>Continue to promote the development of an East Midlands Best Use of Stock Group</td>
<td>HSSM, RSLLG</td>
<td>April 2014</td>
<td>Multi-landlord co-ordinated response to assisted transfers established</td>
<td></td>
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</tr>
<tr>
<td>Support and promote the development of credit union facilities in the borough</td>
<td>All Partners</td>
<td>On-going</td>
<td>Increase take up of credit union accounts by service users</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to engage with, and influence the review of Leicestershire Welfare Provision</td>
<td>The Bridge, HRBCS</td>
<td>On-going</td>
<td>Homelessness/housing issues are recognised in re-commissioned LWP model</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce the incidents of the 3 main causes of homelessness</td>
<td>Identify current 3 main causes of homelessness</td>
<td>PPO, The Bridge</td>
<td>January 14</td>
<td>Causes identified</td>
<td></td>
</tr>
<tr>
<td>Develop a reduction action plan for each cause</td>
<td>CBC, The Bridge, Other Partners</td>
<td>June 14</td>
<td>Increased ratio between prevention and incidences of homelessness (Statutory and Non Statutory)</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Increase Housing Involvement in Supporting Leicestershire Families</td>
<td>Promote housing’s offer to SLF and ensure referrals processes are embedded in procedures of partners</td>
<td>CBC, The Bridge, CSC</td>
<td>On-going</td>
<td>SLF Programme delivers positive housing outcomes</td>
<td></td>
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<tr>
<td>Aim</td>
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<tr>
<td>Support homeowners to remain in their own home where appropriate</td>
<td>Continue to provide an effective Disabled Facilities Grants service for eligible home owners</td>
<td>PSH</td>
<td>On-going</td>
<td>Spend against budget maximised</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote Lifeline grants to vulnerable homeowners</td>
<td>PSH</td>
<td>On-going</td>
<td>100% of eligible households are grant funded for equipment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review effectiveness of Preventing Repossessions Fund</td>
<td>PPO, HNM</td>
<td>April 14</td>
<td>Increased take up</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Champion the Mortgage Rescue Scheme</td>
<td>Housing Options, The Bridge, Other Partners</td>
<td>Whilst funds available</td>
<td>Reduction in homeless acceptances as a result of mortgage repossession</td>
<td>7</td>
</tr>
</tbody>
</table>

### Improving Housing Options

<table>
<thead>
<tr>
<th>Aim</th>
<th>What we need to do</th>
<th>Lead Partners</th>
<th>Target Date</th>
<th>how will we know we have succeeded</th>
<th>GS</th>
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</thead>
<tbody>
<tr>
<td>A Housing Options Service, including written advice</td>
<td>Develop service standards for all advice partners to include written advice.</td>
<td>CBC, The Bridge</td>
<td>Jan 2014</td>
<td>Gold Standard Requirement Achieved</td>
<td>3</td>
</tr>
<tr>
<td>Aim</td>
<td>What we need to do</td>
<td>Lead Partners</td>
<td>Target Date</td>
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<tr>
<td></td>
<td>Introduce Employment, Education and Training advice in housing advice appointments where appropriate</td>
<td>All advice agencies</td>
<td>April 2014</td>
<td>Increase take up of EET opportunities by housing advice service clients</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Maximise referrals to Acorn Training</td>
<td>All Partners</td>
<td>On-going</td>
<td>Increase in referrals across HSSG</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Introduce a Private Rented Sector Offer (PRSO)</td>
<td>PPO</td>
<td>May 2014</td>
<td>Policy Developed and adopted by Cabinet</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Review the Tenant Finder Scheme</td>
<td>SHOO</td>
<td></td>
<td>Review Completed</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Identify and secure additional funding</td>
<td>CBC, The Bridge</td>
<td>December 2014</td>
<td>Increase number of bonds available</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engage with the Homefinder service</td>
<td>All Partners</td>
<td>On-going</td>
<td>Increased take up of PRS tenancies</td>
<td>6</td>
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<tr>
<td></td>
<td>Strengthen support for the Tenancy Relations Officer service within the borough</td>
<td>CBC, The Bridge</td>
<td>On-going</td>
<td>Develop a robust policy framework</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Promote housing related support services to private sector tenants</td>
<td>CBC, The Bridge, HSSG</td>
<td>On-going</td>
<td>Increased proportion of private sector tenants receiving support</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Continue promoting Decent and Safe Homes (DASH) landlord accreditation scheme</td>
<td>PSH, TRO</td>
<td>On-going</td>
<td>Increase in accredited landlords with stock in district</td>
<td>6</td>
</tr>
<tr>
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<tr>
<td>Develop housing pathways with each key partner and client group that includes appropriate accommodation and support</td>
<td>Identify resources to progress pathways work for offenders</td>
<td>HSSM, The Bridge, PAM</td>
<td>February 2014</td>
<td>Pathway protocol developed and agreed with partners</td>
<td>5</td>
</tr>
<tr>
<td>Build upon and sustain the best practice model which has been developed by the Single Access Point</td>
<td></td>
<td>CBC, The Bridge, All Partners</td>
<td>On-going</td>
<td>Reduction in youth homelessness sustained</td>
<td>5</td>
</tr>
<tr>
<td>Map key partners for pathways work</td>
<td></td>
<td>HSSM, PPO</td>
<td>April 2014</td>
<td>Contact made and commitment secured from partners</td>
<td>5</td>
</tr>
<tr>
<td>Develop Pathways for People leaving hospital</td>
<td>People leaving care</td>
<td>All Partners</td>
<td>December 2014</td>
<td>Pathway protocols developed and agreed with partners</td>
<td>5</td>
</tr>
<tr>
<td>Increase available accommodation</td>
<td>Promote partnership grants to increase the supply of 2 bed accommodation in the private rented sector</td>
<td>PSH</td>
<td>On-going</td>
<td>100% spend against grant budget</td>
<td></td>
</tr>
<tr>
<td>Aim</td>
<td>What we need to do</td>
<td>Lead Partners</td>
<td>Target Date</td>
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<tr>
<td>Maximise opportunities for the development of affordable housing</td>
<td>HSSM</td>
<td>On-going</td>
<td>Minimum of 90 affordable dwellings completed per year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop Housing Resettlement Service for Offenders</td>
<td>CBC, NACRO</td>
<td>December 2014</td>
<td>Additional units secured in the borough</td>
<td>5</td>
<td></td>
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</tbody>
</table>

**Supporting the Homeless**

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<thead>
<tr>
<th>Aim</th>
<th>What we need to do</th>
<th>Lead Partners</th>
<th>Target Date</th>
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<th>GS</th>
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</thead>
<tbody>
<tr>
<td>Improve Services to Rough Sleepers</td>
<td>Review and develop the Severe Weather Emergency Protocol (SWEP)</td>
<td>PPO, The Bridge, All Partners</td>
<td>Sep 14</td>
<td>Increase in support services accessed by SWEP users</td>
<td></td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td>Develop a “no second night out,” solution</td>
<td>CBC, The Bridge, HSSG</td>
<td>October 2014</td>
<td>No rough sleeper in locality spending 2nd night out</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No repatriated rough sleeper un-accommodated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support development of new facilities for rough sleepers in the borough</td>
<td>HSSG</td>
<td>On-going</td>
<td>New services introduced within the locality</td>
<td>4</td>
</tr>
<tr>
<td>Aim</td>
<td>What we need to do</td>
<td>Lead Partners</td>
<td>Target Date</td>
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<tr>
<td>Ensure temporary accommodation is appropriate to meet need</td>
<td>Analyse demand for temporary accommodation to inform decisions relating to supply</td>
<td>CBC, The Bridge, AP’s</td>
<td>April 2014</td>
<td>Complete TA data analysis report</td>
<td>9, 10</td>
</tr>
<tr>
<td></td>
<td>Develop an alternative to B&amp;B for 16/17 year olds</td>
<td>CBC, The Bridge, AP’s</td>
<td>December 2014</td>
<td>No 16 and 17 year old placed in B &amp; B</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Ensure adequate temporary accommodation so that families are not placed in Bed and Breakfast accommodation unless in an emergency and then for no longer than 6 weeks</td>
<td>CBC, The Bridge, AP’s</td>
<td>December 2014</td>
<td>No family placed in B &amp; B outside of emergency</td>
<td>10</td>
</tr>
<tr>
<td>Improve access to health services for the homeless</td>
<td>Work with the CCG to develop a bespoke health offer to the homeless and vulnerably housed clients</td>
<td>CBC, The Bridge, CCG, HSSG</td>
<td>August 2014</td>
<td>Services Developed</td>
<td>4</td>
</tr>
</tbody>
</table>
## Protecting Resources in the Locality

<table>
<thead>
<tr>
<th>Aim</th>
<th>What we need to do</th>
<th>Lead Partners</th>
<th>Target Date</th>
<th>how will we know we have succeeded</th>
<th>GS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build on successes of the steering group in securing external funding ie Big Lottery</td>
<td>Be responsive to funding opportunities</td>
<td>HSSG</td>
<td>On-going</td>
<td>External Funding Secured</td>
<td>GS</td>
</tr>
<tr>
<td>Ensure value of homelessness prevention is understood by funders</td>
<td>Undertake cost benefit analysis of existing services</td>
<td>CBC, The Bridge, HSSG</td>
<td>June 2014</td>
<td>Cost benefit analysis completed</td>
<td>GS</td>
</tr>
</tbody>
</table>

## Partnership Working

<table>
<thead>
<tr>
<th>Aim</th>
<th>What we need to do</th>
<th>Lead Partners</th>
<th>Target Date</th>
<th>how will we know we have succeeded</th>
<th>GS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop our approach to advice provision including the facilitation of a co-ordinated advice network</td>
<td>Develop web-based information portal for service users and practitioners</td>
<td>CCP</td>
<td>December 2015</td>
<td>Service delivery more joined up and advice network operational</td>
<td>GS</td>
</tr>
</tbody>
</table>
### Cross Cutting Actions

<table>
<thead>
<tr>
<th>Aim</th>
<th>What we need to do</th>
<th>Lead Partners</th>
<th>Target Date</th>
<th>how will we know we have succeeded</th>
<th>GS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the real level of homelessness within the borough</td>
<td>Develop a methodology for understanding levels and causes of homelessness</td>
<td>CBC, The Bridge,</td>
<td>April 2014</td>
<td>Methodology developed</td>
<td></td>
</tr>
<tr>
<td>Ensure services are developed to meet users’ needs</td>
<td>Develop a co-production model for service delivery</td>
<td>HSSG</td>
<td>On-going</td>
<td>Model developed. Evidence of service user involvement</td>
<td></td>
</tr>
<tr>
<td>Aim</td>
<td>What we need to do</td>
<td>Lead Partners</td>
<td>Target Date</td>
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<tr>
<td>Monitor and review homelessness to improve intelligence</td>
<td>Agree a set of “housing market” trend Indicators to identify and forecast future service pressures</td>
<td>CBC, The Bridge</td>
<td>April 2014</td>
<td>Process identified and implemented</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Agree a suite of PIs to ensure quality and consistency of service</td>
<td>HSSG</td>
<td>July 2014</td>
<td>PI's agreed and implemented. Performance reviewed by HSSG</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement multi-agency case reviews to ensure lessons are learnt and services are improved</td>
<td>HSSG</td>
<td>July 2014</td>
<td>Learning informs and improves practice.</td>
<td></td>
</tr>
<tr>
<td>Develop and Promote Housings Offer for Health</td>
<td>Continue to influence and engage with the Housing Services Partnership to ensure it informs the Health and Well Being Board about issues relating to housing and homelessness</td>
<td>CBC, The Bridge</td>
<td>On-going</td>
<td>Impact of homelessness considered in Health and Wellbeing Strategy, Health and Wellbeing Board agenda and local public health outcomes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contribute to the development of the Joint Strategic Needs Assessment to inform service development</td>
<td>HSSG, CBC</td>
<td>December 2014</td>
<td>JSNA reflects housing/homelessness issues</td>
<td></td>
</tr>
</tbody>
</table>