

Halton

Homelessness

Strategy

Draft

Part 2

Strategy 2008 - 2013

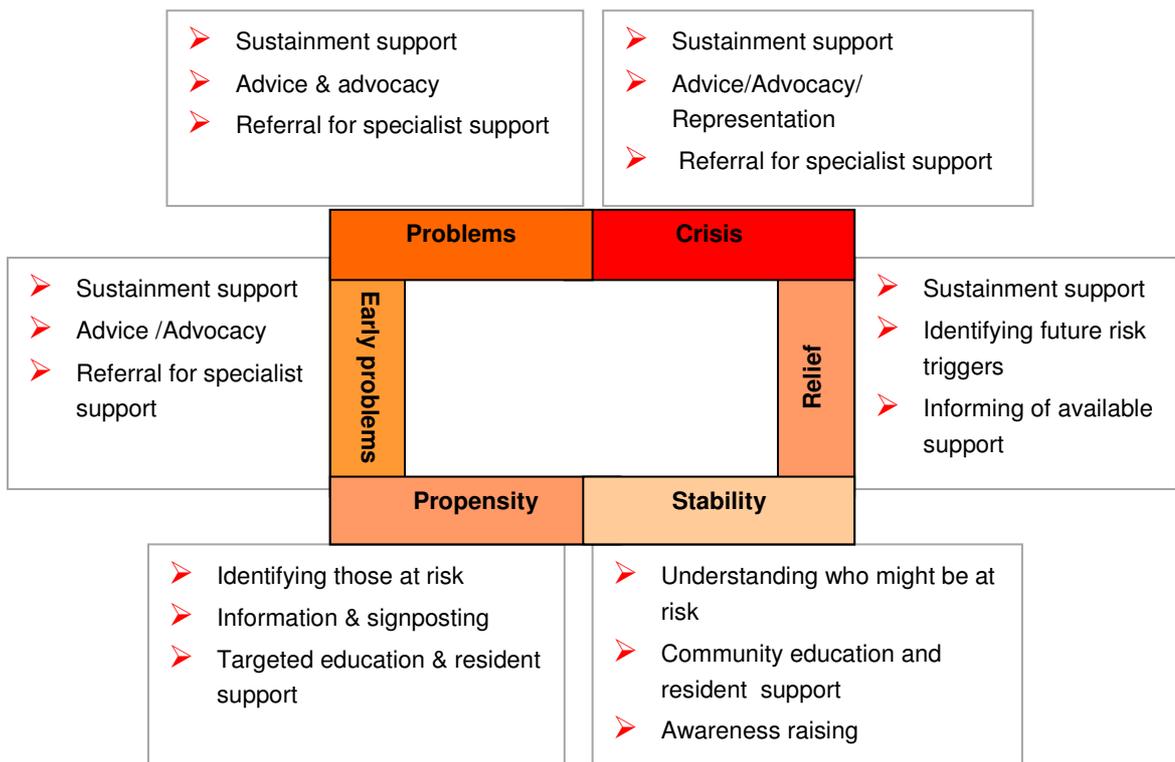
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The new direction 1 Strategic aims & priorities

- 1.1. This strategy is designed to deliver a programme that will reduce homelessness in Halton. It will promote greater efficiency and effectiveness in the delivery of existing services and also remodel provision to enable earlier and more appropriate interventions.
- 1.2. The strategy aims to position homelessness centrally to key housing and welfare related concerns within Halton; creating constructive partnerships between council departments and with external agencies; and supporting strategic and infrastructure development that increase homelessness prevention. It will ensure that underpinning strategic activity is a sound management process for comprehensive review, evaluation, planning and delivery.
- 1.3. Strategic activities will be supported by the council, in partnership with other major service and accommodation providers. The council’s role is to coordinate and facilitate development, although there will be a need for other organisations to undertake work and assist with investment.
- 1.4. The Homeless Strategy to 2013 will address seven major priorities:

Priority 1. Intervene much earlier in the homelessness risk process

- 1.4.1. Whilst crisis intervention and relief will be enduring features of homelessness provision in Halton, this strategy will enable earlier points of access to preventative action. Fig 1 shows the shows the types of intervention at different stages of homelessness risk.



- 1.4.2. The aim will be to develop new approaches that avoid problems arising- giving people support to tackle risks earlier. Over time this will shift the emphasis of provision from crisis intervention to risk reduction.

Priority 2. Ensure that services are developed and coordinated to deliver a comprehensive, inclusive and effective approach to homelessness prevention

1.4.3. The considerable developments in service provision over the past five years have laid a substantial foundation for homelessness prevention. There is now a need to consolidate those changes into a coherent and efficient whole and to develop a new model for provision that delivers the earlier intervention focus.

Priority 3. Fill gaps in prevention activity to reduce the highest risks and proliferate proven, effective prevention and earlier intervention

1.4.4. This requires the development of a wider range of services that are targeted to those most at risk.

Priority 4. Ensure support for the most marginalised and vulnerable client groups in the most appropriate settings – particularly for those with multiple needs

1.4.5. The strategy needs to tackle those at risk of chronic homelessness. Whilst this affects a limited number of people, those concerned represent some of the most vulnerable in Halton living in the most extreme forms of homelessness.

Priority 5. Ensure that those living in unsatisfactory housing conditions and at risk of homelessness can access appropriate housing, without risking homelessness

1.4.6. This demands both individual support to plan movement between homes and wider structural development that will open up options for those in need.

Priority 6. Ensure that emergency or short term housing is available for households in crisis, with appropriate and effective move on opportunities

1.4.7. The provision of temporary accommodation should be appropriate to the level of need – offering periods of supported housing for those who cannot live independently and the fastest possible route to settled accommodation for those who do not need support. This priority also addresses the need for efficient use of resources and the potential to release funds for other interventions.

Priority 7. Development of a robust process for strategic development to ensure relevance and maintain momentum across the life of the strategy

1.4.8. This priority seeks to establish strong management and a delivery cycle of review, evaluation, planning and action.

2 Strategic outcomes

2.1. Strategic action will be geared to the following measurable outcomes

Outcomes	Measured by
An increase in home retention or planned moves from one home to another for those facing home loss	<ul style="list-style-type: none"> • Development of baseline data and targets by 2010 • A 20% reduction in the number of homelessness presentations by 2013 • Elimination of rough sleeping by 2013
Reduction of homelessness risks	<ul style="list-style-type: none"> • The number of early interventions showing a successful outcome • Baseline data and performance targets in place by April 2010
Faster and more efficient access to appropriate settled homes for those who become homeless	<ul style="list-style-type: none"> • A 50 % reduction in the use of temporary accommodation by 2010 • Targets set by 2010 for further yr on yr reductions • Elimination of the use of B&B as temporary accommodation, for statutory homeless households by 2013
A robust evidence base for prevention success and good practice	<ul style="list-style-type: none"> • A single set of performance indicators in place by April 2009 • Performance review process in place by July 2009 and ongoing annual reviews • Baseline data in place by April 2010 • Good practice benchmarking & evaluation process in place by October 2009 and annual reviews

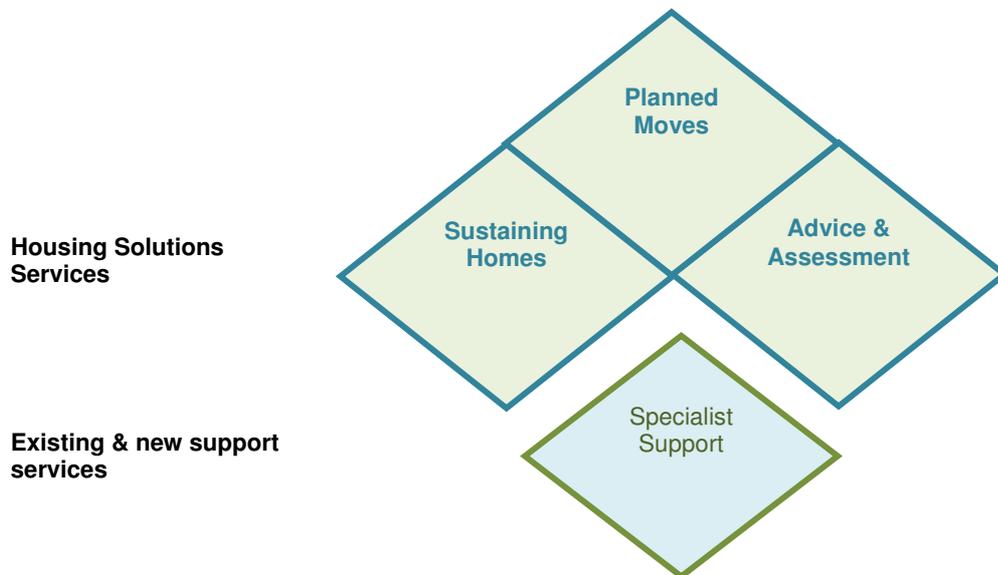
3 Delivering the strategy To deliver the strategic priorities, there are four major delivery programmes –

<p>1. Development of the Housing Solutions model</p> <p>A new focus for homelessness prevention work- taking the priorities relating to service development and placing them within a coherent framework, where their impact on homelessness prevention can be assessed and developed</p>	<p>2. Development of accommodation-related strategies and initiatives</p> <p>Capturing the strategic priorities relating to the development of temporary and long term accommodation options</p>
<p>3. The development of evidence and the proliferation of good practice</p> <p>Setting evaluation and research criteria and processes to increase understanding of the causes & effects of homelessness, deliver a deeper analysis of risk and improve knowledge about prevention success and good practice</p>	<p>4. The development of strategic management</p> <p>This involves the review and revision of the role of the homelessness forum and the development of mechanisms to ensure delivery, track progress and maintain momentum.</p>

Strategic activity

4 Development of the Housing Solutions model

- 4.1. The Housing Solutions model brings together statutory homelessness and Prevention Services to deliver a comprehensive approach, which aims to reduce homelessness. The model is based on 3 interventions **Sustaining Homes**: to help people avoid risk and keep their homes; **Planned Moves**: to help people progress from one settled home to another without experiencing homelessness; and **Advice & Assessment**: access to guidance on options and assessment of entitlements when someone becomes or is threatened with homelessness.
- 4.2. These elements will build on the existing council advice and assessment services to develop new methods of delivery.
- 4.3. The 3 interventions will be underpinned by access to specialist support provision - both existing and new – which include Supporting People commissioned services and for example, those provided through Community Safety and Children's Services.



- 4.4. The whole service will be accessible through a Gateway process, ensuring efficiency and coordination in provision.

Housing Solutions Gateway

- 4.5. This will provide a single point of access for those needing help from Housing Solutions and related Supporting People commissioned services, and will deliver
- Common assessment & planning process so that those using the various interventions and specialist services do not have to undergo multiple assessments.
 - Referral protocols between all services accessed
 - A common system for monitoring service provision and success
 - The Gateway will be scoped in 2008/9,
 - Implemented over the course of 2009

Housing Solutions Advice & Assessment

- 4.6. This service will help anyone facing imminent homelessness to keep hold of their home for as long as possible and plan their move, or to assess their entitlement to rehousing under the homelessness law. This stage is essentially crisis intervention, incorporating the council's statutory duty to help those at risk of homelessness.

Key activities

- 4.7. **Stronger Integration of the current Homelessness and Prevention services.** Following the return of the Statutory Homelessness service to the council's direct management, a three month review process will lead to further integration for a single service providing

- A full assessment of need
- Housing options guidance
- Assessments under the homeless law,
- Access to temporary and long term housing

- The review and plan will deliver full integration - Oct 2009

- 4.8. **Develop shop front access to Housing Solutions.** This will enable the Advice & Assessment service and the Planned Moves facilities to work from one centre.

- The centre will be scoped in 2009
- implementation in 2010

- 4.9. **Improve integration and cooperation with non-Gateway services** This will target agencies supporting children and young people, those with mental health or drug and alcohol problems - to make sure that there is pro-active Housing Solutions engagement with clients in key risk groups. Initiatives will be developed to provide

- Early warning and referral processes – Q2 2009/10
- Programmes reciprocal training of staff – Q3 2009/10
- Joint assessment and planning protocols – Q4 2009/10

Housing Solutions Planned Moves

- 4.10. This service will provide a range of re-housing options and choice for residents, alongside advice and support, which will enable them to avoid homelessness and plan a sustainable move to settled housing.

- 4.11. The Planned Moves stage will incorporate support to access Choice Based Lettings [CBL], low cost home ownership schemes and to the private sector. The service will offer assistance through electronic home search facilities, the Deposit Guarantee Scheme and referral to supported short term and other temporary accommodation schemes.

Key activities

- 4.12. **Develop a home visiting service to families with children over 16 at risk of eviction.** This will involve working with relevant community agencies to target those most at risk and providing families with

- Advice about rehousing options and expectations
- Low level mediation and guidance

- Referral to further sources of support –including intensive mediation, debt advice, employment and training services
 - Home visiting practice and methods of targeting established by Q3 2009/10
 - Full Service Package In Place Q2 2010/11
- 4.13. **Development of short term accommodation access policy and protocols.**
These will ensure consistent effective and efficient take up of temporary and short term supported housing for statutory and non statutory homeless people. It will dovetail with the development of a temporary accommodation strategy, [see 7.3. below]
- Policy & protocols in place – Q1 2009/10
- 4.14. **Change the Deposit Guarantee Scheme** to a bond or insurance system and develop the service to enable credit referencing – see 5.7. below
- 4.15. **Develop a furniture & removals scheme** and ensure consistency in access Community Care Grants and similar payments. – see 5.5. below
- 4.16. **Develop Home Search support** – this will assist the introduction of CBL, offering a mixture of information literature, web-based search facilities and guidance to make use of the various bidding and applications processes involved in accessing housing.
- 4.17. Home Search will also include outreach services and open days for specific risk groups – eg young people - linked to public education programmes, [see 4.19 below] which will enable understanding of the schemes and ensure realistic expectations about the process and options
- Development of scheme- [contingent on CBL] 2010.
 - Development of outreach and educational services - 2010/2011.

Housing Solutions Sustaining Homes

- 4.18. This service will educate, advise and support residents to remain in their homes – whatever the tenure. This stage represents the earliest intervention to avert risks which might lead to homelessness.

Key activities

- 4.19. **Develop a Public Education programme** – aimed at raising awareness of risks and options for key groups, focusing on those most at risk – single parents and single young people. This service will involve work in schools, youth centres and through Sure Start/Children’s Centres. It will also involve the development of a peer education programme, which will lend a greater degree of credibility and authority and also develop the skills and knowledge of the peer tutors. This programme will build on developments in good practice and local provision eg from Halton YMCA and the CLG education DVD.
- Scoping of this development in 2009/10
 - Pilot schemes in 2010/11
 - Rolling out of programmes in 2011/12.
- 4.20. **Develop a resident support programme** – providing information & signposting packages to residents, alerting them to potential risks and sources of help. This will involve working particularly with RSLs’ homelessness strategies & financial inclusion programmes to scope, pilot, evaluate and roll out the following elements:

- New resident information packs for all tenures distributed via landlords and lenders
 - Specific guidance to private tenants to ensure financial capability and successful operation of Local Housing Allowance
 - Landlord good practice sharing – regular forums and briefings from RSL and other providers on what works re pro-active management and community activity to prevent homelessness
 - Resident seminars and open days to develop understanding of rights and responsibilities and help available via Housing Solutions services and specialist support provision; and focusing on key themes such as financial and household management.
- Resident information pack development – Q3 2009/10 delivery rolled out 2010/11
 - Private tenants guidance scoped – Q3 2009/10, delivery rolled out 2010/11
 - Develop mechanism to gather landlord good practice – Q4 2009/10 - Roll out 2010/11
 - Resident seminars and open days – Q2 2011/12

4.21. **Develop work with “problem noticers”** - this will enable key workers from Primary Health and social care services [health visitors, midwives and children’s workers] to identify risks and make appropriate referrals for their clients, encouraging proactive engagement with Housing Solutions and specialist support services to prevent homelessness.

- Scoping and feasibility studies with specific key workers Q1 2010/11
- Development of training programmes Q2 2010/11
- Information resources and referral protocols Q3 2010/11
- Piloting of schemes Q4 2010/11
- Roll out 2011/12

Specialist Support Services

4.22. Each intervention stage within Housing Solutions will be underpinned by access to a range of specialist support services - both existing and new. These services are grouped in “virtual” packages according to the type of prevention support they offer. This way of categorising does not affect how the services are delivered, or who will deliver them, but allows a coherent overview of currently disparate services and gives greater clarity to service planning, with additional focus for evaluating prevention success and identifying development priorities.

Financial advice	Emergency funds and financial support
Maximising income Banking Savings Budgeting Debt avoidance & management	Rent Deposit Housing benefit Discretionary Housing Payments Community Care Grants
Employment & skills development	Legal rights & enforcement
Job searching Coaching Training Access to learning	Advice Advocacy Negotiation Court /tribunal representation

Improving conditions & security	Support to reduce personal risks
Mediation	Domestic violence
Improving physical conditions	Parenting & family
Adaptations	Independent living skills
Increasing safety	Mental health
Education on rights & responsibilities	Anti Social Behaviour cessation
	Drug and alcohol abuse cessation

- 4.23. In addition to the development of the Gateway, which will change access to a number of existing services, the strategy will seek the creation and development of further risk reduction and preventative initiatives.

Key activities

- 4.24. **Develop a legal and financial advice and representation strategy for Halton** which averts homelessness risk and reduces repossessions and evictions. The advice strategy will work with key agencies within Halton – CAB, Welfare Rights Service, RSLs and Shelter, along with the Legal Services Commission to develop an action plan to meet need. Two essential developments from the strategy will be

- 4.24.1. **A comprehensive financial advice and support programme** – focusing on maximising income, savings, banking, debt management and court representation. This will involve scoping need and capacity and proliferation of existing financial inclusions toolkits and good practice.
- 4.24.2. **Specialist legal advice & court duty services** – ensuring that all those needing advice and representation when faced with repossession can obtain help as early in the process as possible. This will involve developing the skills and capacity within the Advice & Assessment element of the Housing Solutions service to deliver specialist advice and representation services, and working local advice agencies to develop their provision.

- Strategy delivered by April 2009
- Financial Advice and legal advice and representation programmes developed in between April 2009 and March 2010. Phase 1 focusing on debt relief and representation. Roll out 2010/11

- 4.25. **Integrate homelessness prevention with employment & skills development services:** ensuring strong links, joint work and planning between Housing Solutions and services that increase the opportunities for employment. Develop

- Service delivery relationships including referral processes to employment and skills services;
 - Educational events about prevention for those attending employment training programmes
 - Improvement of access to training for homelessness young people.
 - Reciprocal training to increase understanding of services and available support
- Scope Q2 2009/10
 - Embed employment and training related information within Housing Solutions services Q3 2009/10
 - Reciprocal training beings Q1 2010
 - Referral arrangement and joint activity 2010/11

5 Development of accommodation strategies & initiatives

- 5.1. Structural changes to prevent homelessness include the wider strategic objectives to develop sources of accommodation, affordable housing and regeneration of neighbourhoods, which are contained in the Housing Strategy 2008-2013. Activity set out here aims to augment detailed Housing Strategy work so that homelessness prevention is optimised.

Key activities

- 5.2. **Review and revise the council's allocation policy pre-CBL**, changing the current policy to broaden the criteria for maximum points on the housing register, to those at risk, increasing prevention options and removing perverse incentives to apply as homeless.

- Review the options for revised criteria and research current access and RSL capacity Q3 2008/9
- Produce options appraisal Q4 2008/9
- Implementation of new allocations policy in Q1 2009/10.

- 5.3. **Devise & implement a temporary accommodation and "move-on" strategy** to ensure the right balance of provision and support across all needs groups and geographical areas and deliver appropriate move-on capacity.

- 5.4. The strategy will set out the goals and development plan for temporary accommodation, including the following specific features,

- Review of demand, supply accessibility and appropriateness of all forms of temporary and short term housing across Halton
- Assessment of the capacity to contract and expand certain types of temporary accommodation – eg reducing B&B use, increased use of mainstream housing and of supported housing for specific need groups
- Scoping the potential for furniture packages linked to use of mainstream housing as temporary accommodation
- Assessment of the capacity for temporary-to-permanent schemes – working with RSLs to develop access to units on temporary basis and the options for transition into permanent offers
- Development of a move-on protocol – this will involve an audit, plan and joint work with providers to increase overall move-on
- Assessment of the potential for additional short-term supported accommodation – schemes for consideration include:
 - Accommodation in Widnes
 - Self referral emergency access
 - Specialist accommodation and day centre provision for those with chronic substance misuse and street homelessness
 - Provision for dedicated transition placements for care leavers that take account of their history and potential risks in independent living, eg; supported lodgings.

- Temporary Accommodation Strategy to be available by Q1 2009/10
- Roll out in 2009-2012

- 5.5. **Develop a furniture & removals scheme and ensure consistency in access to Community Care Grants and similar payments.** This will deliver speedier and more sustainable moves to settled homes – particularly for young people

and will require joint work with short term and settled accommodation providers to scope the furniture project scheme

- Scoping by Q3 2009/10- implement in 2010/11.
- Training for agencies to support successful grant applications to be provided by Q2 2009/10
- Ongoing good practice exchange established through the homelessness forum from Q3 2009/10.

5.6. **Ensure Choice Based Lettings [CBL] works to prevent homelessness and takes account of those who are most at risk.** Work with CBL developers and participate in the development project at strategic and operational levels to deliver accessibility as part of the Planned Moves service by ensuring:

- The allocation of sufficient priority to homelessness in any banding process
 - The allocation of sufficient priority to those who are in high need and unsuitable housing to reduce the need for households to become homeless in order to gain priority
 - The need to ensure genuine choice for homeless bidders – to reduce the prospect of repeat homelessness
 - The provision of sufficient support to those who are most vulnerable to enable equal access to the bidding process.
- Full provision in place by Q4 2011/12

5.7. **Support the development of the private rented sector as a source of housing to prevent homelessness** by developing the capacity of the Deposit Guarantee Scheme[DGS] through the following activities

5.7.1. **Change the DGS into an insurance /bond scheme** - reducing oversubscription and increasing access.

- Feasibility study by Q1 2009/10
- Rolling out the new scheme in phases across 2009/10.

5.7.2. **Develop capacity for the DGS to act as a credit reference agency** and obtain affordable credit checks

- Feasibility study Q3 2009/10
- Potential implementation in 2010/11

5.9. **Ensure provision of information and evidence about take up of the DGS** – tracking outcomes for all applicants – to inform sector development initiatives with the Landlords' Forum, setting up a regular programme of information provision

- Landlord Forum information available from Q4 2009/10.

5.9. **Support the viability of appropriate sites and facilities for Gypsy and Travelling communities.** Working in the context of the county-wide Gypsy & Traveller Assessments and related work programme to

- Ensure that relevant issues are discussed at the Homelessness Forum- participating in information gathering and awareness raising.
 - Provide support and ongoing information so that Housing Solutions staff understand the specific homelessness prevention and accommodation rights of the communities.
- Instigate a regular programme of awareness activity from Q4 2008/9.

- Deliver training Q4 2009/10.

6 Development of evidence & the proliferation of good

practice A key feature of this strategy is the establishment of mechanisms which ensure that future development and prioritisation are informed by sound evidence and the latest understanding of good practice. It is crucial that methods of forecasting and evaluation, and the capacity to pass on knowledge from service delivery and improvement, are given strategic priority alongside the development of new initiatives.

Key activities

- 6.2. **Deliver a statistical evidence base**, making use of existing local and regional intelligence to show what is needed and what works.
 - 6.2.1. Devise key data sets & recording processes that will optimise data collection for key categories:
 - Those at risk, including demographic and geographical factors
 - Key risk factors, including personal and structural factors
 - Levels of risk
 - Levels of crisis
 - Performance of key services in meeting needs or averting risk
 - Successful Outcomes for service users
 - 6.2.2. Review the capacity to provide common baseline data across Housing Solutions and the majority of specialist support services – linked to the Gateway. This will include a review of Multi-Agency Monitoring in contributing to the data capture needed; and integration of data collection across the Housing Solutions services.
 - Review and data requirements completed by Q4 2009/10
 - 6.2.3. Develop a model of forecasting which informs the data capture and service monitoring processes
 - Q 2 2009/10
- 6.3. **Undertake a programme of research into the risk of homelessness amongst minority communities within Halton** and their homelessness prevention needs, to ensure that of communities are appropriately represented in homelessness prevention and Housing Solutions services, targeting:
 - those with mental health problems
 - young people at risk
 - Gypsy & Traveller communities
 - those with physical disabilities
 - members of Black and Minority Ethnic groups
 - members of Lesbian, Gay, Bisexual and Transgender communities,
 - Devise research programme by Q3 2009/10
 - Roll out to 2012/13
- 6.4. **Devise a user consultation and feedback strategy** to inform service and homelessness strategy development.
 - Strategy available from Q1 2010/11.

- 6.5. **Develop a good practice knowledge base** – using links and reference materials to build a virtual library, and develop good practice and new solutions seminars to work across agencies and sectors and to evaluate and refine solutions, ensuring that this feeds into new service development strategies. These processes will involve user participation.
- Start from Q4 2009/10.
- 6.6. **Instigate routine evidence evaluation & reporting for strategic development** – via Homelessness Forum, Homelessness Strategy meetings and briefings
- Devise process Q1 2009/10
 - Implement Q2 2009/10
- 6.7. **Support the development of services that currently deliver risk reduction and prevention.** This will involve providing evidence of need, evaluation of services in relation to homelessness prevention, and good practice assessment and proliferation. Target services will include
- Mediation and Parenting support
 - Domestic abuse Sanctuary Schemes and related provision –
 - Anti- social behaviour cessation projects
- Mechanisms for evidence provision and good practice sharing – Q4 2009/10.

7 Development of strategic management

- 7.1. A vital component of the strategy is ensuring that its initiatives are delivered and developments over the life of the strategy remain relevant and timely. This requires a capacity to measure and evaluate performance – of both the strategy and of the services and projects it supports. It also demands a set of structures and processes that will ensure action and maintain momentum and commitment.

Key activities

- 7.2. **Develop clear and quantifiable outcomes** for all existing and new initiatives based on homelessness prevention success.
- Implement from Q1 2010/11
- 7.3. **Devise a single set of performance indicators for evaluating the success of the strategy** [linked to the National Indicator set]. The set should be based on the following elements
- Implement from Q1 2010/11

Definitions and measurement of homelessness and prevention should include all groups and all types of homelessness

<p>The measurement of homelessness should cover all those without secure accommodation that can reasonably be occupied</p>	<p>Measurements of success in resolving homelessness should include</p> <ul style="list-style-type: none"> → Numbers making homelessness applications → Numbers needing temporary accommodation → Numbers gaining access to settled accommodation → Numbers gaining access to supported accommodation
<p>The measurement of prevention should cover all those who are at risk of homelessness but retain their home or successfully move directly from one settled term home to another</p>	<p>Measurements of success in preventing homelessness should include</p> <ul style="list-style-type: none"> → Numbers retaining homes → Numbers making successful planned moves → Numbers of previously homelessness households or those at risk who continue to sustain settled living → Numbers of households reducing homelessness risk factors

7.4. **Create a robust strategy management process**

7.4.1. **Review and development of the Homelessness Forum**

- Devise new terms of reference to create a strategic supervision and action planning focus.
- Scope the potential for a Homelessness Strategy “Board” supported by wider operational sub group/s, with a very clear focus for members and activities.
- Enable representation of the forum on relevant bodies – such as PCT and social care related activity.

This process should ensure that the homelessness strategy integrates with other strategic areas – particularly children & young people, mental health and employment – encouraging a wider input and user involvement. Its also spreads responsibility for strategic management across all interested parties, to maximise delivery against the action plan.

- New terms of reference agreed – Q2 2009/10
- Implementation of supervision and planning mechanisms – Q3 2009/10
- Implementation of wider membership and user involvement –2009/10 – 2010/11
- Implementation of a programme for Homelessness Forum members to represent homelessness prevention on other forums and to keep the Homelessness Forum informed about current developments. Q 1 2010/11

7.4.2. **Instigate a consistent Strategy reporting and review process** – creating: routine accountability through the council’s executive and member reporting mechanisms; transparent feedback about decisions relating to homelessness developments; assessment of progress; and evaluation of priorities. Establish a periodic [eg: annual] cross-divisional and agency strategy review process.

- Set out reporting and review process – Q4 2008/9
- Implement process - Q1 2009/10

- Initiate cross divisional/agency review Q1 2010/11

7.5. **Develop management of and access to development funding streams** to enable cost/benefit analysis and the realistic development of initiatives. This will involve

- Mapping current sources of funding contributing to prevention activity – ensuring a capacity to track the value of investment
- Develop an investment strategy for prevention services and activity – including analysis of spend to save options, cross -agency support to obtain funding, and direct investment by strategic partners.
- Develop a knowledge base of funding opportunities

- Mapping exercise completed by Q3 2009/10
- Investment strategy completed Q1 2010/11
- Knowledge base developed Q3 2010/11

Table 1: Priorities and related Delivery Programme

Delivering the strategic priorities	Delivery Programme			
	Housing Solutions	Accom Strategies	Evidence & Good Practice	Robust Strategic Management
1. Intervene much earlier in the homelessness risk process	Sustaining Homes <ul style="list-style-type: none"> Public education Resident support Joint work with "problem noticers" Planned Moves <ul style="list-style-type: none"> Home visiting family support service 	PRS Development	Statistical evidence base	Quantifiable outcomes & Single set of performance indicators
		Revise allocations policy	Good practice base	
		CBL development	Support risk reduction services	
2. Coordinated & comprehensive approach to homelessness prevention	Gateway <ul style="list-style-type: none"> Integrate services Shop front service Cooperation with non-Gateway services Planned Moves <ul style="list-style-type: none"> Short term accommodation access protocols Home Search Support 		Statistical evidence base	
			Support risk reduction services	
3. Fill gaps in prevention activity to reduce the highest risks and proliferate proven interventions	Specialist Service Development <ul style="list-style-type: none"> Legal & Financial advice Integrate with employment & skills development Planned Moves <ul style="list-style-type: none"> Home visiting family support service 		Statistical evidence base	
			Good practice base	
4. Support for the most marginalised	Gateway <ul style="list-style-type: none"> Cooperation with non-Gateway services 	Temporary accommodation & move on strategy <ul style="list-style-type: none"> New schemes 	Research programme	
			Good practice base	
5. Ensure that those living in unsatisfactory housing conditions have to access appropriate housing	Planned Moves services	Revise allocations policy	Statistical evidence base	
		CBL development	Good practice base	
		PRS Development		
		Gypsy & Traveller sites		
6. Ensure appropriate emergency and short term or housing & effective move on		Temporary accommodation & move on strategy	Good practice base	
		Furniture Scheme		
7. Robust strategic development			Evaluation & reporting	Management process
			Funding Management	

Outline action plan

Delivery programme	Key activity	Timeline					Homelessness Strategic Priority	Community Strategy priority & LAA NI	Measurement of success
		2008/9	2009/10	2010/11	2011/12	2012/13			
Development of the Housing Solutions model									
Housing Solutions Gateway									
	Scoping & development						2, 4	P 1,3,5	<ul style="list-style-type: none"> → Successful implementation → Numbers accessing services → Numbers achieving successful outcomes
	Implementation							NI 7, 39, 40, 142, 156	
Housing Solutions Advice & Assessment									
Stronger Integration of the current homelessness and prevention services	review and plan will deliver full integration						2	P 1,3 NI 7, 39, 40, 142	<ul style="list-style-type: none"> → Successful implementation → Numbers accessing services → Numbers achieving successful outcomes
Develop shop front access to Housing Solutions	Scoping & development						2	P 1,2,3	
	Implementation							NI 5	
Improve integration and cooperation with non-Gateway services	Early warning and referral processes		Q2				2, 4	P 1,3,4,5 NI 7, 39, 40, 142	<ul style="list-style-type: none"> → Number of agencies actively engaged → Numbers accessing services → Numbers achieving successful outcomes
	Programmes reciprocal training of staff		Q3						
	Joint assessment and planning protocols		Q4						
Housing Solutions Planned Moves									

Delivery programme	Key activity	Timeline					Homelessness Strategic Priority	Community Strategy priority & LAA NI	Measurement of success
		2008/9	2009/10	2010/11	2011/12	2012/13			
Develop a home visiting service to families with children over 16 at risk of eviction	Full Service Package In Place			Q2			1, 3, 5	P 1,3,4,5 NI 7, 116, 117, 142, 153, 156, 163	→ Numbers achieving successful outcomes (planned move or remaining at home)
Development of short term accommodation access policy and protocol	Policy & protocols in place		Q1				2, 5	P 1, 5, 156	→ Successful implementation → Number of agencies actively engaged
Develop Home Search support	Development of scheme						2, 5	P 1,2,3, NI 5, 142	→ Successful implementation → Numbers accessing services → Numbers achieving successful move
	Development of outreach and educational services								
Housing Solutions Sustaining Homes									
Develop a public education programme	Scoping of this development						1	P 1, 3,4,5 NI 32, 39, 40, 116, 117, 142, 153	→ Successful implementation → Number of events and information packages → Number of peer support providers → Reduction in homelessness incidences
	Pilot schemes								
	Rolling out of programmes								
Develop a resident support programme	Resident information pack development and roll out		Q3				1	P 1, 3,4,5 NI 32, 39, 40,	→ Successful implementation

Delivery programme	Key activity	Timeline					Homelessness Strategic Priority	Community Strategy priority & LAA NI	Measurement of success
		2008/9	2009/10	2010/11	2011/12	2012/13			
Delivery programme	Private tenants guidance scope and roll out		Q4				1	116, 117, 142, 153	<ul style="list-style-type: none"> → Number of events and information packages → Number of agencies actively engaged → Number of residents participating → Reduction in homelessness incidences
	Landlord good practice sharing scope & roll out			Q1					
	Resident seminars and open days scope and roll out								
	Develop work with “problem noticers”	Scoping and feasibility studies with specific key workers			Q1				
	Development of training programmes			Q2					
	Information resources and referral protocols			Q3					
	Piloting of schemes			Q4					
	Roll out								
Specialist Support Services									
Develop a legal and financial advice and representation strategy for Halton	Strategy delivered		Q1				3	P 1,3,5 NI 30, 32, 39, 40, 116, 117, 142, 153, 156	<ul style="list-style-type: none"> → Successful implementation → Numbers accessing services → Number of successful outcomes
	Financial Advice and legal advice and representation programmes developed & rolled out								
Integrate	Scoping		Q2				3	P 4	→ Successful

Delivery programme	Key activity	Timeline					Homelessness Strategic Priority	Community Strategy priority & LAA NI	Measurement of success
		2008/9	2009/10	2010/11	2011/12	2012/13			
homelessness prevention with employment & skills development service	Reciprocal training		Q3				5	P 1,3, NI 116, 142, 156	<ul style="list-style-type: none"> → implementation → Numbers accessing training and employment services → Number of agencies actively engaged
	Embed employment and training related information within Housing Solutions services			Q1					
	Referral arrangement and joint activity								
Development of accommodation related strategies and initiatives									
Review and revise the council's allocation policy pre-CBL	Review the options for revised criteria and research current allocations access and RSL capacity	Q3					5	P 1,3, NI 116, 142, 156	<ul style="list-style-type: none"> → Reduction in number of homelessness applications → Reduction in number of homelessness applications
	Produce options appraisal	Q4							
	Implementation of new allocations policy		Q1						
Devise & implement a temporary accommodation and "move-on" strategy	Temporary Accommodation Strategy to be available		Q1				6, 4, 5,	P 1,3,5 NI 39, 40, 116, 142, 156	<ul style="list-style-type: none"> → Number of agencies actively engaged → Reduction in waiting lists → Reduction in B&B use → Higher rate of appropriate move on
	Roll out elements across 3 years								
Develop a furniture & removals scheme and ensure	Scoping of furniture scheme		Q2				5, 6, 4	P 1,3, NI 39, 40,	<ul style="list-style-type: none"> → Successful implementation → Higher rate of
	Implementation of scheme								

Delivery programme	Key activity	Timeline					Homelessness Strategic Priority	Community Strategy priority & LAA NI	Measurement of success
		2008/9	2009/10	2010/11	2011/12	2012/13			
consistency in access Community Care Grants and similar payments.	Training For Agencies To Support Successful Grant Applications		Q2				5, 4	P 1,2,3, NI 116, 142, 156	<ul style="list-style-type: none"> → appropriate move on → Successful tenancy sustainment
	Ongoing good practice exchange established through The Homelessness Forum From		Q3						
Ensure Choice Based Lettings [CBL] takes account of those who are most at risk of and works to prevent homelessness	Development work						5, 4	P 1,2,3, NI 116, 142, 156	<ul style="list-style-type: none"> → Successful implementation → Numbers accessing the service & at earlier points of risk → Higher rate of satisfaction → Successful tenancy sustainment
	Full provision in place by								
Support the development of the private rented sector as a source of housing to prevent homelessness	Change the DGS into an insurance /bond scheme						5	P 1,2,3, NI 116, 142, 156	<ul style="list-style-type: none"> → Successful implementation → Numbers accessing the service → Number of successful placements → Landlord satisfaction → Reduction in costs
	Feasibility study		Q1						
	Roll out the new scheme in phases								
	Develop capacity for the DGS to act as a Credit reference agency						5	P 1,2,3, NI 116, 142, 156	
Feasibility study		Q3							

Delivery programme	Key activity	Timeline					Homelessness Strategic Priority	Community Strategy priority & LAA NI	Measurement of success
		2008/9	2009/10	2010/11	2011/12	2012/13			
	Potential implementation								
	Ensure provision of information and evidence on take up of the DGS								
	Landlord Forum information available		Q4						
Support the viability of appropriate sites and facilities for Gypsy and Travelling communities.	Instigate a regular programme of awareness activity	Q4					5, 4	P 1,2,3,5 NI 5, 17, 116, 142, 156	→ Reduction in homelessness incidences → Continuation of permanent site
	Deliver training		Q4						
Development of evidence and the proliferation of good practice									
Deliver a statistical evidence base	Review and data requirements completed		Q4				All	P 1,2,3,4,5 NI 7, 17, 32, 39, 40, 116, 117, 153, 142,154, 163,	→ Successful implementation → Forecasting accuracy
	Develop a model of forecasting		Q 2						
Undertake a programme of research into the risk of homelessness amongst minority communities within Halton	Devise research programme		Q3				4, 3 & all	P 1,3,5	→ Successful implementation
	Roll out							NI 7, 32, 39, 40, 116, 117, 153, 142,154,	→ Number of evidence reports that improve practice → Appropriate service improvements and new initiatives

Delivery programme	Key activity	Timeline					Homelessness Strategic Priority	Community Strategy priority & LAA NI	Measurement of success
		2008/9	2009/10	2010/11	2011/12	2012/13			
Devise a user consultation and feedback strategy	Strategy available			Q1			All	P 1,3,4 NI 5, 7,	<ul style="list-style-type: none"> → Successful implementation → Number of users taking part → Number of events and opportunities
Develop a good practice knowledge base	Start process		Q4				All	P 1,2,3,4,5 NI 5, 7, 17, 30, 32, 39, 40, 116, 117, 153, 142, 154, 163,	<ul style="list-style-type: none"> → Successful implementation → Number of agencies taking part → Appropriate service improvements and new initiatives
Instigate routine evidence evaluation & reporting for strategic development	Devise process		Q1				7 & all	P 1,2,3,4,5 NI 5, 7, 17, 32, 39, 40, 116, 117, 153, 142,	<ul style="list-style-type: none"> → Raised profile of homelessness prevention within the council → Appropriate service improvements and new initiatives
	Implement		Q2						
Support the development of the services that currently deliver risk reduction and prevention	Mechanisms for evidence provision and good practice sharing		Q4				1, 4 7 all	P 1,3,5 NI 7, 17, 32, 39, 40, 116, 117, 153, 142, 163,	<ul style="list-style-type: none"> → Appropriate service improvements and new initiatives → Number of evidence reports
Development of robust strategic management									
Develop clear and quantifiable outcomes	Implement			Q1			7 & all	P 1,2,3,4,5 NI 7, 32, 39, 40, 116, 117,	<ul style="list-style-type: none"> → Appropriate service improvements and new initiatives → Reduction in

Delivery programme	Key activity	Timeline					Homelessness Strategic Priority	Community Strategy priority & LAA NI	Measurement of success
		2008/9	2009/10	2010/11	2011/12	2012/13			
								153, 142, 154, 163,	homelessness incidences
Devise a single set of performance indicators for evaluating the success of the strategy	Implement			Q1			7	P 1,2,3,4,5 NI 7, 32, 39, 40, 116, 117, 153, 142, 154, 163,	<ul style="list-style-type: none"> → Raised profile of homelessness prevention within the council → Reduction in homelessness incidences → Appropriate service improvements and new initiatives
Create a robust strategy management process	New terms of reference agreed for Forum		Q2				7	P 1,2,3,4,5	<ul style="list-style-type: none"> → Number of agencies taking part → Actions delivered → Appropriate service improvements and new initiatives → Raised profile of homelessness prevention within the council & externally → Reduction in homelessness incidences
	Implementation of supervision and planning mechanisms		Q3						
	Implementation of wider membership and user involvement								
	Implementation of programme for Homelessness Forum members to represent homelessness prevention on other forums			Q1					
	Set out reporting and review process	Q4							

Delivery programme	Key activity	Timeline					Homelessness Strategic Priority	Community Strategy priority & LAA NI	Measurement of success
		2008/9	2009/10	2010/11	2011/12	2012/13			
	Implement process		Q1						
	Initiate cross divisional/agency review			Q1					
Develop management of and access to development funding streams	Mapping exercise completed		Q3				7	P 1,2,3,4,5 N1 7 & rest	<ul style="list-style-type: none"> → Development of services in comparison to costs → Appropriate service improvements and new initiatives → Increased reach of services
	Investment strategy completed			Q1					
	Funding knowledge base developed			Q3					