

Halton's Homelessness Strategy

2009 - 2013

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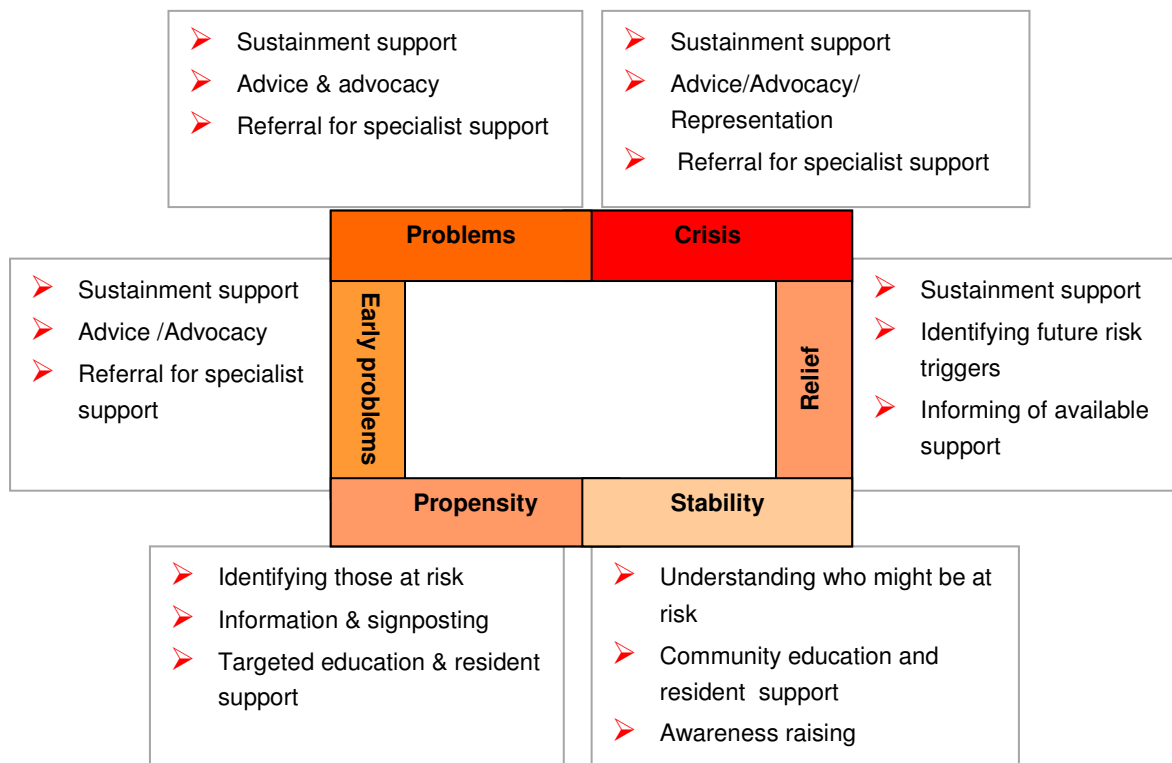
The New Direction

1 Strategic Aims & Priorities

- 1.1. This Strategy will address the extent and nature of homelessness in Halton as determined by the Strategic Review of Homelessness in the Borough in 2008. The findings of the Review are available in a separate document. The 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 Directorates and with external agencies. The Strategy will support strategic developments that increase homelessness prevention. It will ensure that underpinning strategic activity there is a sound management process for comprehensive review, evaluation, planning and delivery.
- 1.3. The Council's role is to coordinate and facilitate development. There will be a need for a partnership approach and for other organisations to help deliver the outcomes contained within the Homelessness Strategy.
- 1.4. The Homelessness 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. This will continue and increase the pace of direction of travel relating to the shift in 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 an earlier intervention focus.

Priority 3. Fill gaps in prevention activity to reduce the highest risks and provide 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 circumstances.

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

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.

1.4.8. This priority seeks to establish strong management tools and a delivery cycle of review, evaluation, planning and action. This will also include mechanisms for continuous service user and stakeholder consultation to drive forward service improvements and strategic developments.

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 end of 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 end of 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 year on year 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 end of 2010. • Performance review process in place by end of 2011. • Baseline data in place by end of 2010. • Good practice benchmarking & evaluation process in place by end of 2010 and annual reviews.

3 Delivering the Strategy

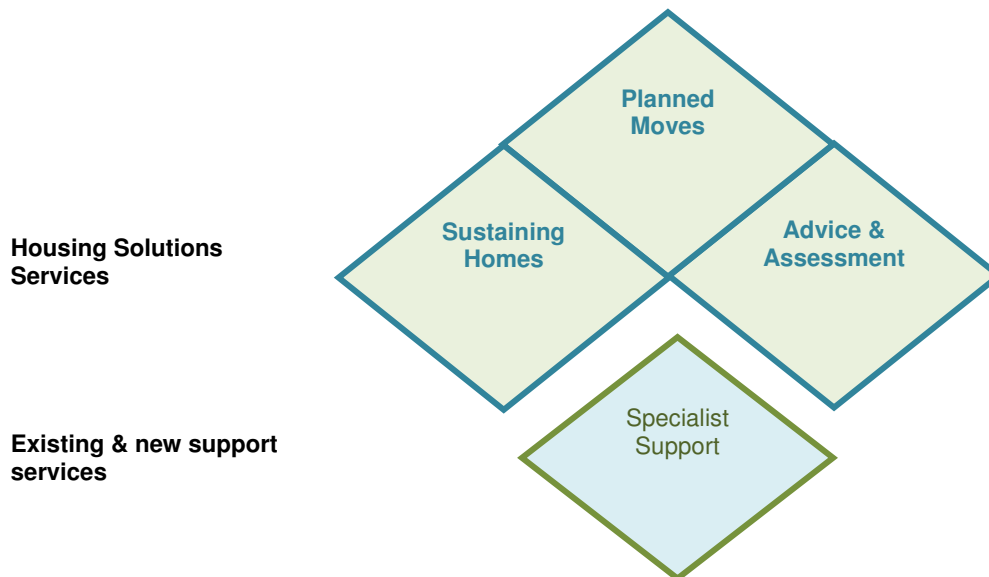
3.1. To deliver the strategic priorities, there are four major delivery programmes –

<p>1. The Housing Solutions Model.</p> <p>Increased 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. 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. 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 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 will include Supporting People commissioned services and for example, those provided through Community Safety and Children’s Services.



- 4.4. It is envisaged that the whole service will in future 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:
- A 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.
 - A common system for monitoring service provision and outcomes.

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 in October 2008, a further review process will lead to increased service and process improvements providing:

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

- 4.8. **Develop shop front access to the Housing Solutions service.** This will enable the Advice & Assessment service and the Planned Moves facilities to work from one centre, but utilising Halton's Direct Links where necessary to provide maximum accessibility for customers.

- 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, victims of domestic abuse - 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.
- Programmes of reciprocal staff training.
- Joint assessment and planning protocols.

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 the private sector. The service will offer assistance through electronic home search facilities, the Bond Guarantee Scheme and referral to supported short term accommodation and 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.

- 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.
- 4.14. **Develop a furniture & removals scheme** and ensure consistency in access to Community Care Grants and similar payments. – see 5.5. below.
- 4.15. **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. It is envisaged that specific support workers will provide additional support to those most in need of assistance to bid for properties.
- 4.16. Home Search will also include outreach services and open days for specific risk groups – eg young people - linked to public education programmes, [see 4.18 below] which will enable understanding of the schemes and ensure realistic expectations about the process and options.

Housing Solutions Sustaining Homes

- 4.17. 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

- 4.18. **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 e.g. from Halton YMCA and the CLG education DVD.
- 4.19. **Develop a resident support programme** – providing information & signposting packages to residents, alerting them to potential risks and sources of help. This will involve working 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 utilising the established Halton Landlord’s Forum e.g. 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; focusing on key themes such as financial and household management.
- 4.20. **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.

Specialist Support Services

- 4.21. Each stage of intervention within Housing Solutions will be underpinned by access to a range of specialist support services. These services are grouped in the diagram below 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 Maximising income Banking Savings Budgeting Debt avoidance & management	Emergency funds and financial support Bond Scheme Housing Benefit Discretionary Housing Payments Community Care Grants
Employment & skills development Job searching Coaching Training Access to learning	Legal rights & enforcement Advice Advocacy Negotiation Court /tribunal representation
Improving conditions & security Mediation Improving physical conditions Adaptations Increasing safety Education on rights & responsibilities	Support to reduce personal risks Domestic violence Parenting & family Independent living skills Mental health Anti Social Behaviour cessation Drug and alcohol abuse cessation

- 4.22. 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

- 4.23. **Develop a Repossessions Action Plan** which averts homelessness risk and reduces repossessions and evictions. Key agencies within Halton – CAB, Welfare Rights Service, RSLs and Shelter, along with the Legal Services Commission will work together to develop an action plan to meet need. Two essential developments from the Action Plan will be:
- 4.23.1. **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 inclusion toolkits and good practice.

- 4.23.2. **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 with local advice agencies to develop and market their provision.
- 4.24. **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. Developing:
- 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 homeless young people.
 - Reciprocal training to increase understanding of services and available support.

5 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 2008-2011. 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 ensure that it is ‘fit for purpose’. This will include assisting households moving on from supported housing, increasing prevention options and removing perverse incentives to apply as homeless.
- 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 a temporary basis and the options for transition into permanent offers.
 - Development of a move-on protocol – this will involve an audit 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.

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.

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.

5.7 **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 raising awareness.
- Provide support and ongoing information so that Housing Solutions Team understands the specific homelessness prevention and accommodation rights of these communities.

6. Evidence & the proliferation of good practice

6.1 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.
- 6.2.3. Develop a model of forecasting which informs the data capture and service monitoring processes.
- 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.
- 6.4. **Devise a user consultation and feedback strategy** to inform service and Homelessness Strategy development.
- 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 and a programme will be devised in consultation with service users and stakeholders.
- 6.6. **Instigate routine evidence evaluation & reporting for strategic development** – via Homelessness Forum, Homelessness Strategy meetings and briefings.
- 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.

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 and service specific outcomes set in conjunction with service users.
- 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 detailed in the table below:

Definitions and measurement of homelessness and prevention should include all groups and all types of homelessness.	
The measurement of homelessness should cover all those without secure accommodation that can reasonably be occupied.	Measurements of success in resolving homelessness should include <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.
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.	Measurements of success in preventing homelessness should include: <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 Primary Care Trust 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.

- 7.4.2. **Instigate a consistent strategy reporting and review process** – creating: routine accountability through the Council’s reporting mechanisms; transparent

feedback about decisions relating to homelessness developments; assessment of progress; and evaluation of priorities.

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 evidence base for prevention outcomes 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.

Table 1: Priorities and related Delivery Programme

Delivering the strategic priorities	Delivery Programme			
Strategic priority	Housing Solutions	Accommodation 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 Revise Allocations Policy CBL development Gypsy & Traveller sites	Statistical evidence base Good practice base Support risk reduction services	Quantifiable outcomes & Single set of performance indicators
2. Coordinated & comprehensive approach to homelessness prevention.	Gateway Advice & Assessment <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 Advice & Assessment <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 Support services delivering risk reduction	
5. Ensure that those living in unsatisfactory housing conditions have to access appropriate housing.	Planned Moves services	Revise allocations policy CBL development PRS Development Gypsy & Traveller sites	Statistical evidence base Good practice base	
6. Ensure appropriate emergency and short term accommodation & effective move on.		Temporary accommodation & move on strategy Furniture Scheme	Good practice base	
7. Robust strategic development.			Evaluation & reporting	

Homelessness Action Plan

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
Housing Solutions Gateway Scoping & Development						P1,3,5 NI 7,39,40,142,156	Successful implementation. Numbers accessing service. Numbers achieving successful outcomes.	Supporting People Funding	DM Planning & Commissioning
Housing Solutions Gateway Implementation						P1,3,5 NI 7,39,40,142,156	Successful implementation. Numbers accessing service. Numbers achieving successful outcomes.	Supporting People Funding	DM Planning & Commissioning
Redesign Housing Solutions model						P1,3 NI 7,39,40,142	Successful implementation. Numbers accessing	Within existing budgets	Principal Manager Housing Solutions

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
Revise team structure and processes							service. Numbers achieving successful outcomes.		
Develop & implement shop front access to Housing Solutions						P 1,2,3 NI 5	Successful implementation. Numbers accessing service. Numbers achieving successful outcomes.	Dependent on identified site and costings	Principal Manager Housing Solutions
Improve integration & co-operation with non-gateway services by: Early warning and referral processes. Reciprocal staff training.						P 1,3,4,5 NI 7,39,40,142.	Numbers of agencies actively engaged. Numbers accessing services. Numbers	Within existing budgets	Principal Manager, Team Manager Housing Solutions, Service Development Officer.

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
Joint assessment & planning protocols.							achieving successful outcomes.		
Develop a home visiting service to families with children over the age of 16 at risk of eviction.						P 1,3,4,5 NI 116,117,142,153,156,163.	Numbers achieving successful outcomes (planned move or remaining at home).	Within existing budgets and staffing resource	Principal Manager, Team Manager Housing Solutions, Service Development Officer.
Develop Home Search Support – link to CBL developments.						P 1,2,3 NI 5,142	Successful implementation. Numbers accessing services. Numbers achieving successful move.	Supporting People Funding for Support Workers to aid vulnerable clients in Choice Based Lettings bidding process.	Divisional Manager, Planning & Commissioning. Housing Strategy Manager.
Scope public education/raising awareness programme of housing options targeting 'high risk' groups (including peer						P 1,3,4,5. NI 32, 39, 40, 116, 117, 142,153.	Scoping of programme successfully completed.	Staff time- Within existing resources.	Service Development Officer

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
education scheme).									
Pilot public education/raising awareness programme of housing options.						P 1,3,4,5. NI 32, 39, 40, 116, 117, 142,153.	Successful implementation. Number of events & information packages. Number of peer support providers. Reduction in homelessness incidences.	Staff time-within existing resources.	Team Manager Housing Solutions
Roll out public education/raising awareness programme.						P 1,3,4,5. NI 32, 39, 40, 116, 117, 142,153.	Successful implementation.	Staff time	Team Manager Housing Solutions/ Service Development

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
							<p>Number of events & information packages.</p> <p>Number of peer support providers.</p> <p>Reduction in homelessness incidences.</p>		Officer.
Devise general resident information pack and pilot.						<p>P 1,3,4,5.</p> <p>NI 32, 39,40.</p>	Pack finalised.	Use of Homelessness Grant or existing Communications budgets.	Service Development Officer /Principal Manager Housing Solutions.
Devise specific Private tenants' guidance.						116,117,142,153.	Guidance agreed and published.	Use of Homelessness Grant or existing Communications budgets.	Service Development Officer
Roll out targeted social landlord						116,117,142,153.	Guidance agreed and printed.	Link into existing mechanisms. Agree shared	SDO/Enforcement Officer

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
guidance.							Number of agencies actively engaged. Reduction in homelessness due to tenancy failure.	costs with RSL partners where applicable via Housing Partnership.	
Hold resident seminars on financial and tenancy management.						116,117,142,153.	Number of events & packages. Number of agencies actively engaged. Number of residents attending seminars. Reduction in homelessness.	Link into existing mechanisms. Agree shared costs with RSL partners where applicable via Housing Partnership.	Service Development Officer /Team Manager Housing Solutions.
Scope potential to work with agencies that can spot accommodation issues i.e.						P 1,3,5 NI 30,32,39,40,116,117,142,153.	Feasibility study successfully completed.	Existing staff resource.	Service Development Officer

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
'problem noticers.'									
Develop training programme for 'problem noticers.'						P 1,3,5 NI 30,32,39,40,116,117,142,153.	Training programme developed and a number of agencies actively engaging.	Existing training budget utilised and staff time.	Service Development Officer/Directorate Training Officer.
Pilot 'problem noticers' scheme.						P 1,3,5 NI 30,32,39,40,116,117,142,153.	Number of agencies actively engaged in process. Number of resulting referrals to Housing Solutions. Increased prevention outcomes.	Existing staff resource. Re-configuration of internal communications budget and/or Homelessness Grant.	Service Development Officer
Roll out 'problem noticers' scheme.						P 1,3,5 NI 30,32,39,40,116,117,142,153.	Number of agencies actively engaged in process.	Existing staff resource. Re-configuration	Service Development Officer

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
							Number of resulting referrals to Housing Solutions. Increased prevention outcomes.	of internal communications budget and/or Homelessness Grant.	
Develop and implement a Repossessions Action Plan-ensuring that legal and financial representation is maximised to reduce evictions and mortgage repossessions.						P 1,3,5 NI 30,32,39,40,116,117,142,153,156.	Action Plan agreed by partners and implemented.	Homelessness Grant and re-prioritisation of existing budgets (communications and marketing). Tap into partners funding streams where possible. Communities & Local Government Loans funding	Principal Manager Housing Solutions/ Service Development Officer.

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
								utilised.	
Develop an enhanced Housing Options Approach linking employment and skills development advice/sign-posting with Housing Options.						NI 116, 117, 153, 156, 163	<p>Number of agencies actively engaged.</p> <p>Increased numbers accessing employment & training.</p> <p>Tracked referrals from Housing Solutions to evidence outcomes.</p>	<p>Link to existing staffing and budgets.</p> <p>Growth dependant on securing increased staff resource.</p>	Principal Manager/Team Manager Housing Solutions.
Review and revise the Council's Allocations Policy ahead of CBL to ensure that it is 'fit for purpose' and that it reflects the Government's Prevention Agenda.						<p>P 1,3.</p> <p>NI 116, 142, 156.</p>	Reduction in the number of statutory acceptances and applications.	Existing staff resource.	Principal Manager Housing Solutions/Housing Strategy Manager.

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
Devise and implement a temporary accommodation strategy.						P 1,3,5. NI 39,40,116,142,156.	Reduction in B&B use. Higher rate of appropriate 'move on'. Meet the Governments Temporary Accommodation target. Increased prevention rates. Increase in supported housing.	Within existing budgets.	Principal Manager Housing Solutions.
Develop and implement a furniture and removals scheme.						P 1,3. NI 39,40.	Higher rate of appropriate move on. A reduction in 'failed tenancies.'	Supporting People budget	Service Development Officer
Set up good practice exchange and training network to tackle						116,142,156.	Increased sharing of good practice. Improved rates	Within existing resources.	Service Development Officer

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
operational issues such as inconsistent access to Community Care Grants.							of access to Community Care Grants.		
Raise awareness around the needs of ethnic minority groups such as Gypsies and Travellers and link into and support strategic developments around needs assessment and site provision. Devise training for agencies.						P 1,2,3,5 NI 5,17,116,142,156.	Knowledge increased and raised awareness. Reduction of homelessness due to appropriate interventions.	Training and communications budgets to be utilised.	Cheshire Gypsy and Traveller Co-ordinator.
Map and review statistical evidence base to inform service delivery and future strategic developments.						P 1,2,3,4,5 NI 7, 17,32,39,40,116,117,153,142,154,163.	Robust evidence to inform strategic & operational decisions.	Staff time to be re-prioritised.	Research Officer/ Service Development Officer

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
Undertake a programme of research into the risk of homelessness amongst minority communities.						P 1,3,5. NI 7, 32, 39, 40, 116, 117, 153, 142, 154.	Number of evidence based reports, which improve practice. Implementation of new initiatives.	Integrate into existing staff work plan.	Service Development Officer
Devise and implement a programme to facilitate user consultation and feedback.						P 1,3,4. NI 5,7.	Agreement of processes and successful implementation of programme. Number of users taking part.	Staff time	Service Development Officer /Principal Manager Housing Solutions.
Develop and maintain a 'good practice' knowledge base.						P 1,2,3,4,5. NI 5,7,17,30,32,39,40,116,117,153, 142, 154, 163.	Successful implementation. Number of agencies taking part. Number of new initiatives.	Staff resource.	Research Officer/ Service Development Officer

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
Support the development of services that reduce the risk of homelessness.						P 1,3,5. NI 7,17, 32, 39, 40, 116, 117, 153, 142, 163.	Appropriate service improvements and new initiatives are delivered.	Possibility of Supporting People funds. Will depend on nature of services developed.	Service Development Officer /Principal Manager Housing Solutions.
Develop clear and quantifiable outcomes for any new projects/initiatives introduced in conjunction with the Homelessness Strategy.						P 1,2,3,4,5. NI 7,32,39,40,116,117,153,142,154,163.	Robust mechanism to evaluate success of new initiatives.	Within existing staff resource.	Service Development Officer
Agree a single set of performance indicators to evaluate the effectiveness of the strategy.						P 1,2,3,4,5. NI 7,32,39,40,116,117,153,142,154,163.	Robust mechanism to evaluate success of strategy.	Within existing staff resource.	Service Development Officer /Principal Manager Housing Solutions.
Ensure robust strategy						P 1,2,3,4,5.	Raised profile of the	Within existing	Principal Manager Housing

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
<p>management by the Homelessness Forum:</p> <p>Reviewing Terms of Reference.</p> <p>Agreeing 'supervision' mechanisms.</p> <p>Review membership and mechanism to engage service users.</p>							<p>Homelessness Strategy and Forum.</p> <p>Appropriate and effective mechanism to monitor strategy delivery and outcomes.</p>	resources.	Solutions.
Successful management of existing funding sources and exploration of new sources of funding. Funding decisions linked						<p>P1,2,3,4,5.</p> <p>NI 7, ,32,39,40,116,117,153,142,154,163.</p>	<p>Development of services based on robust cost/benefit analysis.</p> <p>Potential to maximise</p>		Service Development Officer /Principal Manager Housing Solutions.

Key Activity	2009	2010	2011	2012	2013	Community Strategy priority & LAA NI	Measurement of success	Financial Implications	Responsible Officer
to deliverance of prevention outcomes.							funding opportunities realised.		