

APPENDIX B

Copeland Borough Council Homelessness Strategy Delivery Plan 2008-2013

NB. Housing Services Manager has overall responsibility for Plan working with staff team and other agencies.

Objective 1 Preventing Homelessness

Task	Priority	Start date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
Develop an Organisational structure with increased resources so that advice and preventative work is strengthened	High	01/07/08	30/11/08	Housing Services Manager	Homelessness Forum	More than half of resources deployed to prevention
Provide staff with a complete and up to date training plan which should include best practice	High	01/09/08	31/11/08	Housing Services Manager		All staff to have individual plan. Increased staff satisfaction levels Improved prevention performance with overall increase in prevention of 100% by 31/3/10

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Task	Priority	Start date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
<p>Develop a comprehensive Homeless Prevention and options toolkit</p> <p>Key elements of the toolkit are expanded below in shaded boxes</p>	High	01/09/08	31/03/09	Housing Services Manager	Andy Gale Consultant Homelessness Forum	Improved prevention performance. Cases reported in PIE increase in line with target
<ul style="list-style-type: none"> An effective Mediation service, particularly in relation to young people asked to leave by relatives 	High	01/09/08	31/03/09	Whitehaven Community Development Trust	Homelessness Forum Housing Services Manager	Reduction in homelessness resulting from parent, friend and other relative eviction. This could also reduce homelessness as a result of relationship breakdown where appropriate
<ul style="list-style-type: none"> A Sanctuary scheme across all tenures 	Med	31/03/09	30/09/09	Housing Services Manager	Homelessness Forum	An annual reduction in homelessness resulting from violence
<ul style="list-style-type: none"> Increase use of rent deposit or bond schemes 	High	01/09/08	31/03/09	Housing Services Manager	Homelessness Forum Supporting People – Louise Jeffreys	Provide scheme that is attractive to both customers and landlords so that tenancies are maintained 100% of cases considered for scheme before 31/03/09

Task	Priority	Start date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
<ul style="list-style-type: none"> Early warning systems and joint protocols from all key stakeholders and landlords so that intervention can take place 	Med	31/10/08	31/10/09	Housing Services Manager	Children Services	100% key stakeholders and 50% landlords giving early warning by 31/03/10
<ul style="list-style-type: none"> Discretionary Housing Payments to be used to prevent homelessness 	High	01/09/08	31/03/09	Housing Services Manager	Housing Benefit Homelessness Forum	100% expenditure of DHP. Full access for homelessness prevention staff via agreed arrangements
<ul style="list-style-type: none"> Fast-track HB payments for people moving into and already in private rented accommodation 	High	01/09/08	31/03/09	Housing Services Manager	Homelessness Forum Housing Benefit	Assist in reduction of ASTs coming to an end and build up confidence of private sector. 100% of homeless households accessing Private sector and all those with a notice for arrears having HB fast tracked
<ul style="list-style-type: none"> Develop a designated 'Homelessness Prevention Fund' 	High	01/09/08	31/03/09	Whitehaven Community Development Trust	Homelessness Forum	Agreed criteria and allocated budget in place by 31/03/09. Full use by 31/03/10

Task	Priority	Start date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
<ul style="list-style-type: none"> Provide Homeless Prevention and Housing options advice backed up with leaflets 	High	01/09/08	31/03/09	Housing Services Manager	Distribute via Homelessness Forum (use radio advertising?)	Have full suite of leaflets available at reception and in other agencies by 31/03/09
<ul style="list-style-type: none"> Provide information on how to access Social Housing in Copeland and how Housing is let 	High	01/09/08	31/03/09	Housing Services Manager	Homelessness Forum	Better understanding. In place by 31/03/10
<ul style="list-style-type: none"> Develop a directory of Housing Advice Services in Copeland. 	High	01/06/08	30/09/08	Housing Services Manager	JenkinsDuvall consultants Homelessness Forum	Up to date information about local services is available. Hold Launch event and publicity by 31/07/09
<ul style="list-style-type: none"> Introduce home visiting in all cases of eviction by family and friends 	High	01/09/08	31/03/09	Housing Services Manager		To Reduce the number of homelessness acceptances due to family and friends eviction by 50% by 31/03/10
Work with landlords to prevent assured shorthold tenancies coming to an end	High	01/08/08	31/03/09	Housing Services Manager	Homelessness Forum	To Reduce the number of homelessness acceptances due to the loss of Assured Shorthold Tenancy by 50% by 31/03/10

Task	Priority	Start date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
Establish access routes in order to provide floating support across tenures.	Med	31/03/09	31/03/10	Housing Services Manager	Homelessness Forum Young Persons Panel	100% routes in place. All staff aware of routes
Establish referral routes for specific debt advice	High	30/09/08	31/03/09	Citizens Advice Bureau	Homelessness Forum	All customers with substantial debt to be referred for help
Establish a "tackling youth homelessness" package focussing on joint working, early intervention and education	Med	31/03/09	31/03/10	Whitehaven Community Development Trust	Homelessness Forum	A Young Persons Housing Strategy/package in place by 31/03/10. Elimination of B&B for 16 / 17 year olds

Objective 2 Improve Performance monitoring

Task	Priority	Start Date	End Date	Lead officer	Partners and others involved	Anticipated Outcomes
Develop a suite of local performance and financial management information for benchmarking purposes	Med	31/10/08	30/06/09	Housing Services Manager	Homelessness Forum	Resources can be directed proactively. Spend to save policy can be implemented. Suite in place by 31/10/09
Implement a system of providing staff with internal and comparison performance data	Med	31/03/09	31/10/09	Housing Services Manager	Homelessness Forum	100% staff are aware of how performance compares to England and the North West Region.
Develop specific SMART targets for Officers. particularly in relation to prevention work	High	31/03/08	31/03/09	Housing Services Manager	N / A	Increased prevention activities. Prevention against main causes measurable per officer
Ensure systems are in place to monitor the effectiveness of outreach work	Med	31/03/09	31/03/10	Housing Services Manager	Homelessness Forum	Establish value for money. Systems in place by 31/03/09, evaluation by 31/03/10
Develop mechanisms to measure the cost of homelessness and resources	Med	31/03/09	31/03/10	Housing Services Manager	Homelessness Forum	Establish value for money. Systems in place by 31/03/09, evaluation by 31/03/10

Task	Priority	Start Date	End Date	Lead officer	Partners and others involved	Anticipated Outcomes
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Develop specific service level agreements with all key agencies including Shelter, CAB, DIGS Carlisle Law Centre & others as appropriate	Med	31/03/09	31/03/10	Housing Services Manager	Homelessness Forum	Establish value for money. Systems in place by 31/03/09, (Some resolved already) evaluation 31/03/10
Set Performance targets for key Partners and undertake monitoring through the Council and the Homelessness Forum	Med	31/03/09	31/10/10	Homelessness Forum		Targets in place by 31/09/09 evaluation by 31/03/10
Implement a formal spend to save policy	Med	31/03/09	31/10/09	Housing Services Manager	N/A	Be able to identify where spend leads to savings

Objective 3 Increase access to housing

Task	Priority	Start Date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
Research and develop mechanisms for increasing access to the private rented sector linking in to the development of the Private Sector Housing Strategy	High	31/03/08	31/03/09	Housing Services Manager	Homelessness Forum DIGS	Plan in place by 31/07/09
Set up a landlords forum or similar to help get landlords involved and increase access to private rented accommodation	High	31/03/08	31/03/09	Housing Services Manager	DIGS Homelessness Forum	Clear terms of Reference, written monitoring of progress leading to better understanding of issues
Review the rent deposit scheme to increase their success in preventing homelessness	High	31/03/08	31/03/09	Housing Services Manager	DIGS Homelessness Forum	25% increase in take up of scheme before 31/03/10
Provide practical support to clients wanting to access this tenure.	High	31/03/08	31/03/09	Housing Services Manager	Homelessness Forum	All clients to be given support in accessing so that homelessness prevented

Task	Priority	Start Date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
Research whether a Qualifying Offers scheme would be appropriate, to enable the Council to discharge Part 7 duty into the private rented sector	Med	31/03/10	31/10/10	Housing Services Manager	Homelessness Forum	Production of report with recommendations. Implementation of any findings.
Ensure that the needs of the homeless and those threatened with homelessness is identified within the allocations policy so they have access to settled homes	High	31/03/08	31/03/09	Housing Services Manager	Copeland Homes Supporting People Sub regional CBL group	Appropriate provision for homeless households, so they can participate in CBL. Appropriate priority for those in TA, so adequate move on arrangements are in place
Negotiate and agree formal nomination arrangements with RSLs so that homelessness duty can be discharged effectively	High	30/05/08	31/03/09	Housing Services Manager	Homelessness Forum	100% of RSLs signed up to formal agreements to help discharge duty. Provides better monitoring and increases access to accommodation.
Determine how the needs of the homeless can feed into the Housing Association Forum	Med	31/03/09	31/10/09	Housing Association Forum	Homelessness forum	Help Registered Social Landlords better understand the contribution they can make towards resolving homelessness.

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Develop and introduce plans to increase the chances of homeless households achieving successful move-on	Med	31/03/09	31/10/09	Homelessness Forum	Supporting People (MOPP protocol)	Tenancies in settled homes maintained minimising disruption and extra "pull " on services. All homeless households to have support plans in place.

Objective 4 Tackle the wider causes of homelessness

Task	Priority	Start Date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
Improve relationships with Supporting people services and primary Care Trust so that resources and funding are targeted and meet the needs of people that are homeless and vulnerable.	Med	31/03/09	31/10/10	Homeless Forum	Adult Social Care Children Services Police	Vulnerable people receive the support they need. Less disruption in the lives of vulnerable people and reductions on "pull" on services
Hold and support training and capacity events for all involved in tackling homelessness in the district	Med	31/03/09	31/10/09	Housing Services Manager	Homelessness Forum	Helps pull together common objectives, increase motivation, awareness and team working. Plan of events/training in place by 31/10/09
Develop mechanisms so that the homelessness agenda feeds into internal and externally based relevant forums, groups and strategies	Med	31/03/09	31/10/09	Homeless Forum		Decisions taken take into consideration relationship to homelessness

Task	Priority	Start Date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
Re-launch the Council's Homelessness Forum to ensure that services are planned in conjunction with other stakeholders and service users.	High	31/06/08	31/10/09	Housing Services Manager	All agencies	Clear terms of Reference, formal written monitoring of progress and bringing together joint vision
Explore how partner agencies can help provide life skills training to help sustain tenancies	Low	31/03/10	31/03/11	Homelessness Forum		Partners become engaged in adopting the Governments Places for Change Programme and minimise service interventions
Improve access to health services, education training and employment opportunities	Med	31/03/09	31/03/10	Homelessness Forum		In line with the Governments Places of Change programme. Provides greater ability to tackle the wider issues associated with homelessness and increase sustainable solutions
Develop a consultation and feedback mechanism so that stakeholders and service users are involved and feel listened to	Med	31/03/09	31/10/09	Homelessness Forum	Link to work of SP & service user forums	Clear established method in place. Customers feel listened to and services/resources can be targeted. Improved satisfaction levels In place by 31/10/09
Improve the perception of the homelessness and advice	High	31/03/09	31/10/09	Housing Services Manager	Homelessness Forum	Establish a baseline of customer satisfaction

Task	Priority	Start Date	End date	Lead officer	Partners and others involved	Anticipated Outcomes
service with service users						Year on year improvements in customer satisfaction