

Homelessness Strategy Action Plan to March 2008

Aim 1: To provide affordable housing in the District.				
The outcome is that homeless people can find a home more quickly.				
Objective	Actions	Target	Who is responsible?	Resources
To maintain the supply of affordable housing in Stratford town and rural areas of the District	<ul style="list-style-type: none"> To enable a minimum of 190 affordable homes in Stratford town To enable a minimum of 60 affordable homes in rural areas in the District 	Commenced April 2005 to be completed by March 2008	Head of Planning Services Head of Revenues and Housing	Housing and Planning teams
	<ul style="list-style-type: none"> Reduce the number of units of temporary accommodation in line with the government target from the December 2004 baseline (55 households), as follows: <ul style="list-style-type: none"> - 41 households - 27 households Examine potential alternative uses, including returning these for permanent letting 	By April 2008 By April 2010 2010	Head of Revenues and Housing	Housing Team Housing Associations Support providers Warwickshire Supporting People Team
	<ul style="list-style-type: none"> Review the numbers of lets by local housing associations to homeless households to ensure that temporary accommodation targets are met Use the planned review of the Housing Partnership Agreement to ensure a consistent approach 	30 June 2007 April 2008	Head of Revenues and Housing	Housing Team Housing Associations

Aim 1: To provide affordable housing in the District.				
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Objective	Actions	Target	Who is responsible?	Resources
Increase the number of homeless single people under 60 years old offered housing association properties	<ul style="list-style-type: none"> All local housing associations to let 2-bed properties to single people. Use the planned review of the Housing Partnership Agreement to ensure a more consistent approach 	By April 2008, a 10% increase (over 2005/06 baseline) in number of single people under 60 getting 2- bed properties	Head of Revenues and Housing	Housing Team Housing Associations

Aim 2: Improve services for homeless people.				
The outcome is good quality temporary accommodation, with support as appropriate, and improved customer satisfaction				
Objective	Actions	Target	Who is responsible?	Resources
Review the standard of temporary accommodation	<ul style="list-style-type: none"> Initiate a rolling programme of inspections as properties become void Ensure compliance with Housing Health and Safety Rating System Benchmark with best in class, and agree standards with customers and temporary accommodation provider. Make the standards available to customers of the service 	Start date 1 November 2006 31 December 2007 31 March 2007	Head of Environment Head of Revenues and Housing	Environmental Protection Team Housing Team South Warwickshire Housing Association

Aim 2: Improve services for homeless people				
The outcome is good quality temporary accommodation, with support as appropriate, and improved customer satisfaction				
Objective	Actions	Target	Who is responsible?	Resources
Enable vulnerable people to live independently over the longer term by providing support and/or accommodation	<ul style="list-style-type: none"> Assess feasibility of providing additional accommodation and/or support for the groups below, and agree priorities for future commissioning: <ul style="list-style-type: none"> young people single homeless (including emergency access) ex-offenders people with learning difficulties people with mental ill health people subject to domestic violence by assessing the effectiveness of introducing a Sanctuary scheme To have commissioned support and/or accommodation to address need for the two highest priority groups 	<p>Start by April 2006 Complete by June 2007</p> <p>June 2008</p>	Head of Revenues and Housing	<p>Housing Team with local housing associations</p> <p>Local Strategic Partnership Housing Key Group</p> <p>Warwickshire Supporting People Team</p> <p>Warwickshire Community Safety Team</p>
Increase the numbers of households able to access private-sector accommodation	<ul style="list-style-type: none"> Review and promote the new Rent Express Scheme to assess the effectiveness and value-for-money of the scheme. Set a date for the next review. 	30 November 2006	Head of Revenues and Housing	Housing Team

Aim 2: Improve services for homeless people				
The outcome is good quality temporary accommodation, with support as appropriate, and improved customer satisfaction				
Objective	Actions	Target	Who is responsible?	Resources
Ensure equality of access to housing services for all customers	<ul style="list-style-type: none"> Establish a multi-agency approach to meeting the housing needs of 16 and 17 year-olds and older care leavers Conduct an equality impact assessment on the housing waiting list and Homelessness procedure 	<p>31 December 2007</p> <p>30 April 2007, then annually</p>	Head of Revenues and Housing	<p>Warwickshire County Council</p> <p>Housing Team</p> <p>Social Inclusion Team</p> <p>Connexions</p> <p>Youth Forum</p>
Improve information to customers	<ul style="list-style-type: none"> Survey homeless clients to assess their needs for information Send a twice-yearly newsletter to everyone on the housing waiting list Develop a new housing options procedure in light of new government guidance 	<p>By March 2007</p> <p>From June 2007</p> <p>30 April 2007</p>	Head of Revenues and Housing	Housing Team

Aim 3 To reduce homelessness.				
Ten percent more cases of homelessness will be prevented each year. Where people do have to be accommodated in temporary accommodation, this will no longer be in bed and breakfast accommodation from April 2007, except in an emergency.				
Objective	Actions	Target	Who is responsible?	Resources
Improve awareness of housing options for all customers, internal and external	<ul style="list-style-type: none"> Implement Member training programme Create a 'Member training' area on the extranet for all housing information sheets for future easy reference 	April 2007 31 December 2006	Head of Revenues and Housing Head of Member Services	Housing Team
	<ul style="list-style-type: none"> Create and implement a marketing plan for the housing service, consistent with the Customer Strategy 	30 June 2007	Head of Revenues and Housing Head of Member Services Head of Customer Services	Housing Team Public Relations

Objective	Actions	Target	Who is responsible?	Resources
To ensure all agencies give correct advice	<ul style="list-style-type: none"> • Review effectiveness of working arrangements between Welfare Officer and Housing Advice Team against objectives of reducing homelessness by maximising benefit take-up • Establish a programme of housing training and shadowing for front-of-house staff, area offices and other relevant services • Identify key partners and establish a rolling programme of homelessness prevention training sessions and shadowing for these partners • Roll out homelessness prevention training sessions and shadowing for all other agencies 	<ul style="list-style-type: none"> • 30 November 2006 • 28 February 2007 • 30 April 2007 • 30 September 2007 	<p>Head of Revenues and Housing</p> <p>All heads of service</p>	<p>Housing Team</p> <p>Housing Benefits</p>

Aim 3 To reduce homelessness.				
Ten percent more cases of homelessness will be prevented each year. Where people do have to be accommodated in temporary accommodation, this will no longer be in bed and breakfast accommodation from April 2007, except in an emergency.				
Objective	Actions	Target	Who is responsible?	Resources
Improve access To services	<ul style="list-style-type: none"> • Introduce Rehabilitation Hospital protocol 	31 December 2006	Head of Revenues and Housing	Housing Team Social Inclusion Team
	<ul style="list-style-type: none"> • Audit protocols, identify gaps and create protocols where necessary to ensure planned moves and prevent homelessness 	31 March 2007		
	<ul style="list-style-type: none"> • Hold an information-sharing event on social inclusion for local voluntary and statutory agencies 	31 March 2008		
Develop the range of housing options and improve existing services	<ul style="list-style-type: none"> • Introduce a choice-based lettings scheme 	Scope by Jan 2007 Introduce by 2010	Head of Revenues and Housing	Housing Team Warwickshire County Council Housing Associations Warwickshire Supporting People Team
	<ul style="list-style-type: none"> • Continue to provide preventative education to people of school age 	3 engagements with schools and colleges by April 2007		
	<ul style="list-style-type: none"> • Review the mediation service for young people and their parents, and implement any changes needed to improve it 	30 June 2007		
	<ul style="list-style-type: none"> • Carry out consultation to establish levels of mortgage default with a view to introducing a mortgage rescue scheme 	30 June 2007		

Aim 3 To reduce homelessness.				
Ten percent more cases of homelessness will be prevented each year. Where people do have to be accommodated in temporary accommodation, this will no longer be in bed and breakfast accommodation from April 2007, except in an emergency.				
Objective	Actions	Target	Who is responsible?	Resources
To help more people to stay in their existing homes	<ul style="list-style-type: none"> Review the level of Discretionary Housing Payments with a view to maximising expenditure to the permitted ceiling 	30 April 2007	Head of Revenues and Housing	Housing Team
	<ul style="list-style-type: none"> Develop an options-based approach for applicants awarded maximum points on medical and overcrowding grounds and formalise referrals procedures between Housing Advice Team, Housing Renewal Team and Environmental Health 	31 May 2007	Head of Environment	Housing Benefits
	<ul style="list-style-type: none"> Increase the number of landlords using the Rent Express Scheme by 50% 	31 December 2006		
	<ul style="list-style-type: none"> Monitor Rent Express Scheme tenancies, and set a target for the number of tenancies extended from the April 2007 baseline 	March 2008		

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Risk Assessment

Aim1: To provide affordable housing in the District			
The outcome is that homeless people can find a home more quickly.			
Objective	Actions	Risk	
		Consequence	Rating
To maintain the supply of affordable housing in Stratford town and rural areas of the District	<ul style="list-style-type: none"> To enable a minimum of 190 affordable homes in Stratford town To enable a minimum of 60 affordable homes in rural areas in the District 	<ul style="list-style-type: none"> Corporate Strategy target of 250 homes not met. Council fails to maintain the supply of affordable housing throughout the District. This will affect Audit Commission's view of the Council 	F1
	<ul style="list-style-type: none"> Reduce the number of units of temporary accommodation in line with the government target from the December 2004 baseline (55 households), as follows: <ul style="list-style-type: none"> 41 households by April 2008 27 households by April 2010 Examine potential alternative uses, including returning these for permanent letting 	<ul style="list-style-type: none"> Council fails to meet government target to reduce temporary accommodation. This will affect Audit Commission's view of the Council 	C1

Objective	Actions	Risk	
		Consequence	Rating
Increase the number of homeless single people under 60 years old offered housing association properties	<ul style="list-style-type: none"> All local housing associations to let 2-bed properties to single people. Use the planned review of the Housing Partnership Agreement to ensure a more consistent approach 	<ul style="list-style-type: none"> Housing Strategy target not met. There will be no increase in the number of single homeless people under 60 years old being offered housing association properties. This will affect Audit Commission's view of the Council. 	C1

Aim 2: Improve services for homeless people

The outcome is good quality temporary accommodation, with support as appropriate, and improved customer satisfaction.

Objective	Actions	Risk	
		Consequence	Rating
Review the standard of temporary accommodation	<ul style="list-style-type: none"> Initiate a rolling programme of inspections as properties become void Ensure compliance with Housing Health and Safety Rating System Benchmark with best in class, and agree standards with customers and temporary accommodation provider. Make the standards available to customers of the service 	<ul style="list-style-type: none"> Council fails to provide temporary accommodation which meets requirements of HHSRS and satisfactory minimum standards 	F1

Objective	Actions	Risk	
		Consequence	Rating
Enable vulnerable people to live independently over the longer term by providing support and/or accommodation	<ul style="list-style-type: none"> Assess feasibility of providing additional accommodation and/or support for the following groups: <ul style="list-style-type: none"> young people single homeless (including emergency access) ex-offenders people with learning difficulties people with mental ill health people subject to domestic violence by assessing the effectiveness of introducing a Sanctuary scheme Agree priorities and commission support and/or accommodation 	<ul style="list-style-type: none"> Housing Strategy target not met. Council fails in its strategic role of establishing the level of need for these groups. Council fails to provide required accommodation and/or support, increasing the risk of homelessness. This will affect Audit Commission's view of the Council. 	F1
Increase the numbers of households able to access private-sector accommodation	<ul style="list-style-type: none"> Review and promote the new Rent Express Scheme to assess the effectiveness and value-for-money of the scheme. Set a date for the next review. 	<ul style="list-style-type: none"> Council fails to increase the accessibility of the private rented sector and increases the risk of homelessness, due to reduced housing options. 	F2

Objective	Actions	Risk	
		Consequence	Rating
Ensure equality of access to housing services for all customers	<ul style="list-style-type: none"> • Lead the development of a multi-agency approach to 16 and 17 year-olds and older care leavers • Conduct an equality impact assessment on the housing waiting list and Homelessness procedure 	<ul style="list-style-type: none"> • Council fails to meet its equality obligations. 	F1
Improve information to customers	<ul style="list-style-type: none"> • Survey homeless clients to assess their needs for information • Send a twice-yearly newsletter to everyone on the housing waiting list • Develop a new housing options procedure in light of new government guidance 	<ul style="list-style-type: none"> • Housing Strategy target not met. • Council fails to provide services which its customers want. • Council fails to keep customers informed. • Council fails to develop procedures which conform with government guidance. • Will affect Audit Commission's view of the Council. 	F1

Aim 3: To reduce homelessness.			
Ten percent more cases of homeless will be prevented each year. Where people do have to be accommodated in temporary accommodation, this will no longer be in bed and breakfast accommodation from April 2007, except in an emergency			
Objective	Actions	Risk	
		Consequence	Rating
Improve awareness of housing options for all customers, internal and external	<ul style="list-style-type: none"> Implement Member training programme Create a 'Member training' area on the extranet for all housing information sheets for future easy reference 	<ul style="list-style-type: none"> Members are not informed about the work of the Council's housing team. Members are not informed and the wider strategic aims of the Council in relation to housing. 	F1
	<ul style="list-style-type: none"> Create and implement a marketing plan for the housing service, consistent with the Customer Strategy 	<ul style="list-style-type: none"> The Council fails to advertise the housing services it provides to the people of the District. 	F2
To ensure all agencies give correct advice	<ul style="list-style-type: none"> Review effectiveness of working arrangements between Welfare Officer and Housing Advice Team against objectives of reducing homelessness by maximising benefit take-up Establish a programme of housing training and shadowing for front-of-house staff, area offices and other relevant services Identify key partners and establish a rolling programme of homelessness prevention training sessions and shadowing for these partners Roll out homelessness prevention training sessions and shadowing for all other agencies 	<ul style="list-style-type: none"> The Council's effectiveness is reduced due to a lack of understanding of the work of the housing team in providing housing options and delivering the homeless prevention agenda. 	C1

Objective	Actions	Risk	
		Consequence	Rating
Improve access to services	<ul style="list-style-type: none"> • Introduce Rehabilitation Hospital protocol • Audit protocols, identify gaps and create protocols where necessary to ensure planned moves and prevent homelessness • Hold an information-sharing event on social inclusion for local voluntary and statutory agencies 	<ul style="list-style-type: none"> • Access to services is not improved for the most vulnerable, increasing the risk of homelessness. 	F1
Develop the range of housing options and improve existing services	<ul style="list-style-type: none"> • Introduce a choice-based lettings scheme • Continue to provide preventative education to people of school age • Review the mediation service and implement any changes needed to improve it • Carry out consultation to establish levels of mortgage default with a view to introducing a mortgage rescue scheme 	<ul style="list-style-type: none"> • Housing Strategy target not met. • The Council fails to meet the government's target of introducing CBL by 2010. • Existing services are not improved and the range of housing options is not developed, increasing the risk of homelessness. • Will affect Audit Commission's view of the Council. 	F1

Objective	Actions	Risk	
		Consequence	Rating
To help more people to stay in their existing homes	<ul style="list-style-type: none"> Review the level of Discretionary Housing Payments with a view to maximising expenditure to the permitted ceiling Develop an options-based approach for applicants awarded maximum points on medical and overcrowding grounds and formalise referrals procedures between Housing Advice Team, Housing Renewal Team and Environmental Health Increase the number of landlords using the Rent Express Scheme by 50% Monitor Rent Express Scheme tenancies, and set a target for the number of tenancies extended from the April 2007 baseline 	<ul style="list-style-type: none"> Housing Strategy target not met. Council fails to help more people to stay in their existing homes and increases the risk of homelessness 	F1

Risk Analysis key

- The likelihood of a risk occurring is scored on a range of A to F (Very high to almost impossible)
- The impact of the risk is scored on a range of 1 to 4 (catastrophic to negligible)

Example (A1 represents very high risk with catastrophic consequences)

