

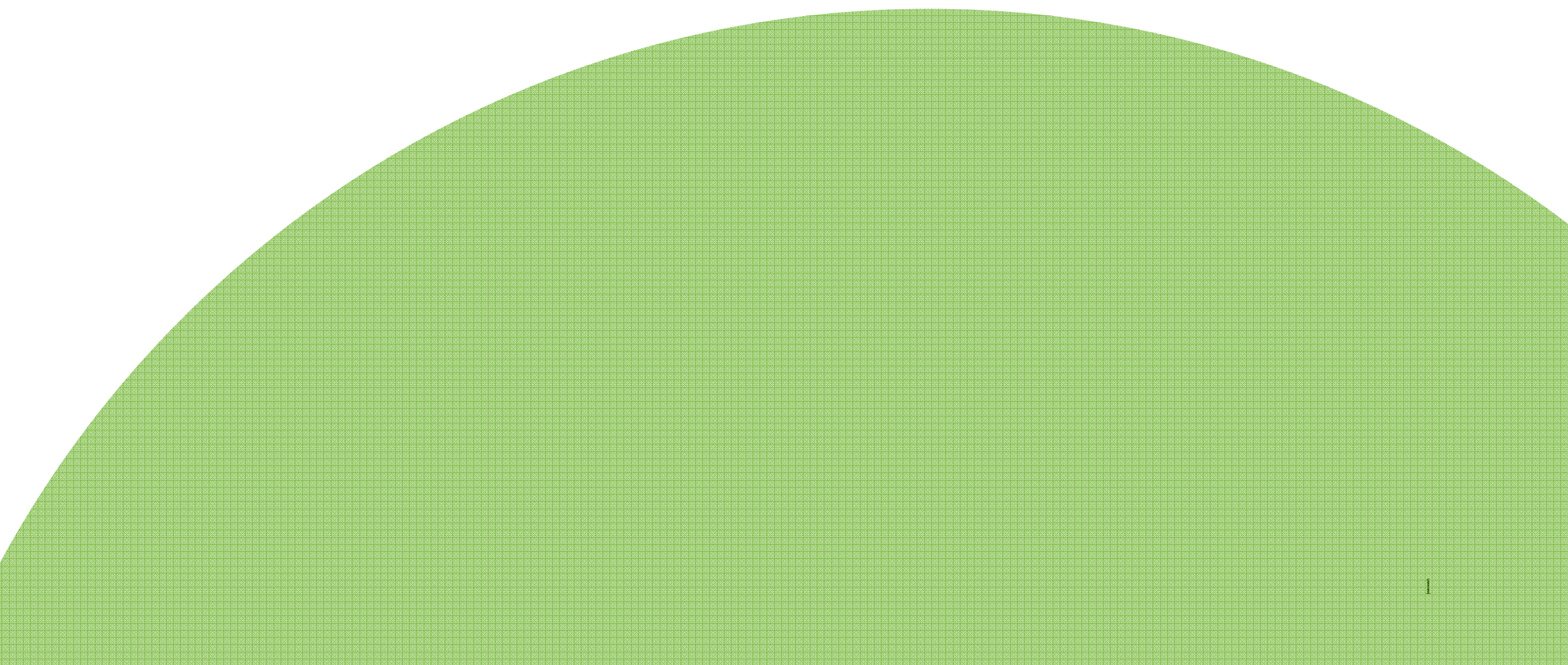


**Appendix 2**

Social Care, Health and Housing

# **Homelessness Strategy Action Plan**

2010 - 2015



## Strategic Priorities

- Harmonise the housing option services across Central Bedfordshire, following Local Government Reorganisation
- Respond effectively to the recession, focusing on financial inclusion
- Work with young people aged 16-24 to meet their housing needs more effectively
- Embed the Think Family approach within all homelessness prevention activity and broader interventions to sustain families in permanent and settled accommodation
- Strengthen safeguarding practice for vulnerable adults and children across all aspects of housing options and homelessness prevention
- Investigate the particular problems and pathway journeys that are experienced by people with complex needs, including mental health and substance abuse

## Cross Cutting Priorities

- Strengthen equalities practice across all aspects of the service
- Make best use of private sector accommodation in meeting all other homelessness strategic priorities
- Sharing awareness and working in partnership with the community and between partner agencies
- Tenancy Sustainment

## Homelessness Strategy Action Plan

### Year One

April 2010 to March 2011

Lead Officer	Area of work	Action	Delivery and Outcomes	Key Partners
AD Housing	Harmonise housing options service across Central Bedfordshire, following LGR	<p>To ensure a consistent, high quality service delivery to all customers across Central Bedfordshire.</p> <p>Improve Business Intelligence to better interpret Housing Needs and equalities data across Central Bedfordshire</p> <p>Review Allocations Policy</p>	<ul style="list-style-type: none"> <li>• Complete the Strategic Housing Review</li> <li>• Align Business processes to provide a seamless model of service across Central Bedfordshire</li> <li>• Embed equalities practice across the service</li> <li>• Increase customer choice and control for housing</li> </ul>	<p>Aragon Housing Association</p> <p>Business Transformation</p> <p>Third Sector</p> <p>Social Care</p> <p>Health</p> <p>Children's Services</p>
Head Of Housing Needs	Respond effectively to the Recession, focusing on Financial Inclusion	<p>To work in partnership to alleviate the impact of recession on homelessness.</p> <p>Strategic focus in increased provision of money advice and homelessness prevention</p>	<ul style="list-style-type: none"> <li>• Dedicated Homelessness Prevention and Mortgage Rescue Officer</li> <li>• Strengthen existing Service Level Agreement with Citizen Advice Bureaux</li> <li>• Enhance the quality of housing advice, better early intervention</li> </ul>	<p>Aragon HA</p> <p>CAB</p> <p>Salvation Army</p> <p>CLG</p> <p>Bromford Support</p> <p>Housing Benefit team</p> <p>Housing Estates</p> <p>DWP/Job Centre Plus</p> <p>Third Sector</p>

Head of Housing Needs and Head of Private Sector Housing	Increase housing supply in partnership with the Private Rented Sector	Expand Lets Rent to increase housing supply Engage Private Sector Landlords to develop a partnership strategy, to encourage feedback and further consultation via a Landlord Forum	<ul style="list-style-type: none"> <li>• Provide sustainable homes for those in housing need</li> <li>• Monitoring and Evaluation of Lets Rent</li> <li>• Set up first forum by May 2010</li> <li>• Implement DWP Safeguarding guidance</li> </ul>	PRS Service Users Housing Benefit Bromford Support
Head of Housing Needs	Meet the Housing Needs of young people 16-24	Implement protocol for 16/17 year olds.  Identify use of own stock or other pathways (in partnership) to meet housing need for young people	<ul style="list-style-type: none"> <li>• Identify move on accommodation in partnership</li> <li>• Joint assessments with Children's Services</li> <li>• Improve Business intelligence to drive strategic and operational delivery to young people</li> </ul>	Children's Services Third Sector Probation Youth Offending Services Bromford Support Supporting People
Head of Housing Need and Housing Heads of Service	Embed Think Family approach in homelessness prevention and broader interventions to sustain families in permanent settled accommodation	Provide early intervention and support to families Set up dedication mediation Strategic approach with Children's Services on holistic family support	<ul style="list-style-type: none"> <li>• Improve quality of advice to families</li> <li>• In partnership target families in housing need with early intervention</li> <li>• Family Intervention Officers work closely with other FIP's</li> </ul>	Children's Services Probation Youth Offending Child Poverty Groups Social Care Third Sector Estates Team
Head of Housing Needs	Strengthen Safeguarding Practice for vulnerable adults and children across all aspects of housing options	Strengthen Safeguarding Practice for vulnerable adults and children across all aspects of housing options and homelessness prevention	<ul style="list-style-type: none"> <li>• Dedicated staff training of safeguarding</li> <li>• Provide comprehensive support for families in temporary accommodation</li> <li>• Develop strategic and operational partnerships to embed safeguarding practice and outcomes in assessment processes</li> </ul>	NHS/PCT Children's Services Social Care Third Sector Probation Youth Offending Education Sub-Regional Partners

	and homelessness prevention			May Day Trust
All Heads of Housing	Strengthen Equalities practice across all aspects of Housing Needs	Improve business intelligence around equalities Embed holistic equalities culture	<ul style="list-style-type: none"> <li>• Dedicated and focused equalities training for all staff</li> <li>• Improve access to housing advice and to all marginalised groups</li> </ul>	Third Sector Estates Team Children's Services NHS/PCT Equalities Forum Aragon HA Dedicated Equalities Groups and Forums Service Users
Head of Housing Needs	Investigate the particular problems and pathway journeys that are experienced by people with complex needs and chaotic lifestyles	Improve business intelligence to identify key areas of need, including JSNA Work in partnership to improve commissioning for drug and alcohol services	<ul style="list-style-type: none"> <li>• Work closely and develop further the Mental Health Protocol and Forum</li> <li>• Develop protocols with key strategic partners to share intelligence and target service users</li> <li>• Develop work on identifying rough sleepers</li> </ul>	PCT/NHS Mental Health Services Third Sector Police Probation Drug and Alcohol Services May Day Trust
Head of Housing Needs	Sharing awareness and strengthening partnerships with community and other agencies	Engage with community and partners at all levels Promote outcomes to all strategic partners of homelessness prevention	<ul style="list-style-type: none"> <li>• Identify specific forums with key partners and service users to prevent homelessness</li> <li>• Development of key protocols and joint working on mutual outcomes</li> </ul>	PCT/NHS Children's Services Social Care Police CLG Aragon HA Estates Team Carers Service Users Sustainable

				Communities
All Heads of Housing	Tenancy Sustainment	Prevent homelessness by effective tenancy sustainment	<ul style="list-style-type: none"> <li>• Early intervention strategies to identify key at risk service users</li> <li>• Floating support targeting tenancy sustainment</li> </ul>	NHS/PCT Bromford Third Sector Estates Team CAB Social Care PRS

## Year Two

### April 2011 to March 2012

AD Housing Director Social Care, Health and Housing	Harmonise housing options service across Central Bedfordshire, following LGR	<p>To ensure a consistent, high quality service delivery to all customers across Central Bedfordshire.</p> <p>To recommend the Strategic future of Housing Services</p>	<ul style="list-style-type: none"> <li>• Further develop Business processes to provide a seamless model of service across Central Bedfordshire</li> </ul>	Aragon Housing Association Business Transformation Third Sector Social Care Health Children's Services
Head Of Housing Needs	Respond effectively to the Recession, focusing on Financial Inclusion	<p>To work in partnership to alleviate the impact of recession on homelessness.</p> <p>Strategic focus in increased provision of money advice and homelessness prevention</p>	<ul style="list-style-type: none"> <li>• Embed a proactive and preventative financial inclusion approach</li> <li>• Strengthen existing Service Level Agreement with Citizen Advice Bureaux</li> <li>• Further promotion of key financial services with partners through Total Place</li> </ul>	Aragon HA CAB Salvation Army CLG Bromford Support Housing Benefit team

				Housing Estates DWP/Job Centre Plus Third Sector
Head of Housing Needs and Head of Private Sector Housing	Increase housing supply in partnership with the Private Rented Sector	Expand Lets Rent to increase housing supply Evaluation of Lets Rent Scheme	<ul style="list-style-type: none"> <li>• Provide sustainable homes for those in housing need</li> <li>• Develop properties that are accessible</li> </ul>	PRS Service Users Housing Benefit Bromford Support Social Care
Head of Housing Needs	Meet the Housing Needs of young people 16-24	Develop further and evaluate protocol for 16/17 year olds. Develop comprehensive commissioning plan to meet the range of needs for young people.	<ul style="list-style-type: none"> <li>• Develop crash pads and supported lodgings in partnership</li> <li>• Further develop Care Leavers protocol</li> <li>• Develop housing pathways for young people</li> </ul>	Children's Services Third Sector Probation Youth Offending Services Bromford Support Supporting People
Head of Housing Need and Housing Heads of Service	Embed Think Family approach in homelessness prevention and broader interventions to sustain families in permanent settled accommodation	Provide early intervention and support to families Develop holistic services to households in Temporary Accommodation	<ul style="list-style-type: none"> <li>• To develop holistic model of pathways support for homeless households.</li> <li>• Embed Think Family into protocols with partners</li> </ul>	Children's Services Probation Youth Offending Child Poverty Groups Social Care Third Sector Estates Team
Head of Housing Needs	Strengthen Safeguarding Practice for vulnerable adults and	Develop multi agency protocols to promote early warning and share intelligence  Develop Accessible Housing Register	<ul style="list-style-type: none"> <li>• Embed safeguarding at all levels of the service</li> <li>• Provide comprehensive support for families in temporary accommodation</li> </ul>	NHS/PCT Children's Services Social Care Third Sector Probation

	children across all aspects of housing options and homelessness prevention			Youth Offending Education Sub-Regional Partners May Day Trust
All Heads of Housing	Strengthen Equalities practice across all aspects of Housing Needs	Formation of People's Panel to shape policy	<ul style="list-style-type: none"> <li>Targeted analysis and early intervention to prevent homelessness</li> <li>To work in partnership with representative groups to identify and tackle housing needs</li> </ul>	Third Sector Estates Team Children's Services NHS/PCT Equalities Forum Aragon HA Dedicated Equalities Groups and Forums Service Users
Head of Housing Needs	Investigate the particular problems and pathway journeys that are experienced by people with complex needs and chaotic lifestyles	Identify key risk groups  Further develop strategies to meet identified groups	<ul style="list-style-type: none"> <li>Develop joint working and protocols around identified groups</li> <li>Develop a client centred approach with housing pathways identified</li> </ul>	PCT/NHS Mental Health Services Third Sector Police Probation Drug and Alcohol Services May Day Trust Benefits Agency
Head of Housing Needs	Sharing awareness and strengthening partnerships with community and other agencies	Engage with community and partners at all levels Promote outcomes to all strategic partners of homelessness prevention	<ul style="list-style-type: none"> <li>Creation of People's Panel</li> <li>Strengthening of partnerships through key delivery groups</li> <li>Evaluate key protocols and joint working on mutual outcomes</li> </ul>	PCT/NHS Children's Services Social Care Police CLG Aragon HA Estates Team



				Carers Service Users Sustainable Communities
All Heads of Housing	Tenancy Sustainment	Prevent homelessness by effective tenancy sustainment	<ul style="list-style-type: none"> <li>• Improve property information on CBL Scheme</li> <li>• Enhanced housing options approach to identify key at risk service users</li> <li>• Floating support targeting tenancy sustainment</li> </ul>	NHS/PCT Bromford Third Sector Estates Team CAB Social Care PRS

## Year Three

### April 2012 to March 2013

AD Housing Director Social Care, Health and Housing	Harmonise housing options service across Central Bedfordshire, following LGR	Review Homelessness Strategy	<ul style="list-style-type: none"> <li>• Strategic review with evaluation of outcomes.</li> <li>• Plan future priorities</li> </ul>	Aragon Housing Association Business Transformation Third Sector Social Care Health Children's Services
Head Of Housing Needs	Respond effectively to the Recession, focusing on Financial	To work in partnership to alleviate the impact of recession on homelessness.  Embed Financial Inclusion	<ul style="list-style-type: none"> <li>• Joint training on financial inclusion with partners</li> <li>• Early warning protocols with key partners</li> <li>• Emphasis on training and worklessness in</li> </ul>	Aragon HA CAB Salvation Army CLG Bromford Support

	Inclusion		Temporary Accommodation	Housing Benefit team Housing Estates DWP/Job Centre Plus Third Sector
Head of Housing Needs and Head of Private Sector Housing	Increase housing supply in partnership with the Private Rented Sector	To make available PRS properties through Choice Based Lettings	<ul style="list-style-type: none"> <li>• Increase customer choice</li> <li>• Expand housing options in a CBL environment</li> </ul>	PRS Service Users Housing Benefit Bromford Support Social Care
Head of Housing Needs	Meet the Housing Needs of young people 16-24	Develop supported housing provision with partners.	<ul style="list-style-type: none"> <li>• Review own stock for provision</li> <li>• Further develop early intervention and advice with Children's Trusts</li> <li>• Further develop person centred holistic services</li> </ul>	Children's Services Third Sector Probation Youth Offending Services Bromford Support Supporting People Police
Head of Housing Need and Housing Heads of Service	Embed Think Family approach in homelessness prevention and broader interventions to sustain families in permanent settled accommodation	<p>Develop total place principle of service delivery for families</p> <p>Better commissioning and planning of services to drive think family focus</p>	<ul style="list-style-type: none"> <li>• Improve key LAA outcomes for families.</li> <li>• Enable family capability to deal with situations through training and support</li> </ul>	Children's Services Probation Youth Offending Child Poverty Groups Social Care Third Sector Estates Team
Head of Housing Needs	Strengthen Safeguarding Practice for	Develop multi agency protocols to promote early warning and share intelligence	<ul style="list-style-type: none"> <li>• Embed safeguarding at all levels of the service</li> <li>• Provide comprehensive support for</li> </ul>	NHS/PCT Children's Services Social Care

	vulnerable adults and children across all aspects of housing options and homelessness prevention	Develop Accessible Housing Register	families in temporary accommodation	Third Sector Probation Youth Offending Education Sub-Regional Partners May Day Trust
All Heads of Housing	Strengthen Equalities practice across all aspects of Housing Needs	Formation of People's Panel to shape policy	<ul style="list-style-type: none"> <li>Targeted analysis and early intervention to prevent homelessness</li> <li>To work in partnership with representative groups to identify and tackle housing needs</li> </ul>	Third Sector Estates Team Children's Services NHS/PCT Equalities Forum Aragon HA Dedicated Equalities Groups and Forums Service Users
Head of Housing Needs	Investigate the particular problems and pathway journeys that are experienced by people with complex needs and chaotic lifestyles	<p>Identify key risk groups</p> <p>Further develop strategies to meet identified groups</p>	<ul style="list-style-type: none"> <li>Develop joint working and protocols around indentified groups</li> <li>Develop a client centred approach with</li> </ul>	PCT/NHS Mental Health Services Third Sector Police Probation Drug and Alcohol Services May Day Trust
Head of Housing Needs	Sharing awareness and strengthening partnerships with community	<p>Engage with community and partners at all levels</p> <p>Promote outcomes to all strategic partners of homelessness prevention</p>	<ul style="list-style-type: none"> <li>Creation of People's Panel</li> <li>Strengthening of partnerships through key delivery groups</li> <li>Evaluate key protocols and joint working on mutual outcomes</li> </ul>	PCT/NHS Children's Services Social Care Police CLG

	and other agencies			Aragon HA Estates Team Carers Service Users Sustainable Communities
All Heads of Housing	Tenancy Sustainment	Prevent homelessness by effective tenancy sustainment	<ul style="list-style-type: none"> <li>• Improve property information on CBL Scheme</li> <li>• Enhanced housing options approach to identify key at risk service users</li> <li>• Floating support targeting tenancy sustainment</li> </ul>	NHS/PCT Bromford Third Sector Estates Team CAB Social Care PRS

## Year Four

### April 2013 to March 2014

Head of Housing Needs	Respond effectively to the Recession, focusing on Financial Inclusion	Further harmonisation of services providing financial advice	<ul style="list-style-type: none"> <li>• Target financial skills for people in TA</li> <li>• Integrated financial advice</li> </ul>	Aragon HA Cab Salvation Army CLG Bromford Support Housing benefit team Housing Estates DWP/Job Centre Plus Third Sector
Head of Housing Needs and Head of	Increase housing supply in partnership	Increase market influence with PRS Ensure supply pipeline is secure	<ul style="list-style-type: none"> <li>• Ensure strategic aims aligned to market influence of PRS</li> <li>• PRS meeting a range of housing needs</li> </ul>	PRS Service Users Housing Benefit

Private Sector Housing	with the Private Rented Sector			Bromford Support Social Care
Head of Housing Needs	Meet the Housing Needs of young people 16-24	Embed housing pathways for young people Target specific needs	<ul style="list-style-type: none"> <li>• Develop crash pads and supported lodgings in partnership</li> <li>• Joint assessments with Children's Services</li> <li>• Seamless approach with partners in dealing with young people</li> <li>• Creating specific housing pathways to meet individual needs</li> </ul>	Children's Services Third Sector Probation Youth Offending Services Bromford Support Supporting People
Head of Housing Needs and Housing Heads of Service	Embed Think Family approach in homelessness prevention and broader interventions to sustain families in permanent settled accommodation	Embed commissioning approach to Think Family Review Strategic and operational goals	<ul style="list-style-type: none"> <li>• To develop holistic model of pathways support for homeless households</li> <li>• Embed Think Family into protocols with partners</li> <li>• Review protocols</li> <li>• Evaluate pathway outcomes</li> </ul>	Children's Services Probation Youth Offending Child Poverty Groups Social Care Third Sector Estates Team
Head of Housing Needs	Strengthen Safeguarding Practice for vulnerable adults and children across all aspects of housing options and	Enhance integrated approach with Children's Trust and Independent Safeguarding Authority	<ul style="list-style-type: none"> <li>• All staff re-trained</li> <li>• Review relevant policies, procedures and protocols</li> </ul>	NHS/PCT Children's Services Social Care Third Sector Probation Youth Offending Education Sub-Regional Partners May Day Trust

	homelessness prevention			
All Heads of Housing	Strengthen Equalities practice across	Review impact of changes in policy, procedure and protocol	<ul style="list-style-type: none"> <li>EIA assess where necessary</li> <li>Analyse impact to marginalised groups</li> </ul>	Third Sector Estates Team Children's Services NHS/PCT

## Year Five

**April 2014 to March 2015 – left blank as new Homelessness Strategy may be required**

			•	
--	--	--	---	--