

## Homelessness Strategy Action Plan 2015-20

**Priority one: Improve the provision of a range of housing options and services to effectively prevent and reduce homelessness**

**Objective 1. Undertake a comprehensive review of service delivery arrangements to ensure effective demand management and customer satisfaction.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
1.1	Review the Homelessness Strategy annually and be responsive to emerging needs.	Annual review of strategy.  Annual update of action plan.	Meets a Gold Standard challenge.  Up to date effective Homelessness Strategy.	Within existing resources.	March 2016	Head of Housing Solutions
1.2	Undertake a comprehensive review of service delivery arrangements to ensure effective demand management, including the use of advice lines and technology to effectively meet customer demand.	Research best practice.  Understand customer demand and customer journey.  Recommendations for improved customer pathway and demand management.	Deliver best practice service.  Effectively manage customer demand.	Resources may be required to invest in ICT to manage demand, however this needs to be offset against B&B spend and staff sickness.	March 2016	Head of Housing Solutions

		Implement recommendations.				
1.3	Review the first point of contact for customers alongside mapping the customer journey.	Map customer journey.  Understand access points into the service, including through partner agencies.  Develop customer pathway.	Develop clear customer pathways to ensure effective service delivery and drive out waste and missed opportunities for prevention.	Within existing resources.  Will provide more streamlined service delivering value for money, and increasing prevention opportunities.	December 2015	Locality Managers
1.4	Develop a service user action plan to ensure regular consultation with customers, including monitoring customer satisfaction.	Develop action plan.  Develop service standards  Develop customer satisfaction monitoring and reporting.  Consult with service users.	Customers are listened to and service improvements made.	Within existing resources.	March 2015	Head of Housing Solutions

**Objective 2. Ensure homelessness is prevented through an effective homelessness prevention toolkit**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
1.5	Review and improve current homelessness prevention tools,	Review prevention tools against main causes of	To effectively prevent homelessness and ensure	Within existing resources.	September 2015	Locality Manager - North

	especially those enabling households to remain in their current accommodation.	<p>homelessness.</p> <p>Identify where new prevention tools are required and implement.</p> <p>Train staff.</p> <p>Introduce targets on prevention into the performance reviews of service staff.</p>	that prevention tools are fit for purpose.	<p>Effective prevention is far more cost effective than homeless applications.</p> <p>Investment in prevention will lead to reduce TA costs.</p>		
1.6	Provide training to all staff involved with homelessness prevention on new and existing prevention tools available.	<p>Develop a standard cyclical training module for all service staff covering:</p> <p>knowledge-based training on homelessness legislation, landlord and tenant law including court advocacy procedures, housing benefit, income maximisation, debt advice, jobcentre plus services and recent case law; and</p> <p>Skills-based training on interview skills and statement taking, getting the message across and customer services.</p>	To ensure the Council is fully compliant with the law and statutory guidance in relation to administering homelessness duties and preventing homelessness.	Training budget.	September 2015	Head of Housing Solutions

1.7	Ensure effective tools are in place to prevent end of assured shorthold tenancies leading to homelessness, through effective landlord and tenant support and mediation. Where homelessness cannot be prevented notice periods will be used to source alternative accommodation.	<p>Research best practice.</p> <p>Implement local solutions including mediation, tenant and landlord support.</p> <p>Review outcomes.</p>	Prevent homelessness arising from the private rented sector.	Potential resource implications, but need to be set against the cost of homelessness and TA.	September 2015	Locality Manager North
1.8	Up skill communities and local services to ensure homelessness is prevented.	<p>Ensure advice and information available via the website and leaflets.</p> <p>Provide training and workshops for partners and community groups so that they can effectively signpost.</p>	Community commitment and involvement in preventing homelessness.	Within exiting resources.	December 2015	Head of Housing Solutions

**Objective 3. Ensure a targeted approach to meeting the housing needs of young people and Care Leavers.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
1.9	Review mediation services for young people and families.	<p>Review existing arrangements and outcomes.</p> <p>Research best practice.</p>	<p>Ensure youth homelessness is prevented.</p> <p>Prevent homelessness</p>	Within existing resources.	September 2015	Locality Managers

		Work with children's services to develop effective mediation services.	due to parental/family excluding.			
1.10	Develop a strategic approach with Children's Services to meet the housing needs of Care Leavers.	Attend Care Leavers Accommodation working group.  Research best practice.  Develop a range of housing options to meet the needs of Care Leavers.	Prevent youth homelessness.	Resources may be required to develop new solutions, however, this needs to be set against the cost of a care leaver becoming homeless.	July 2015	Locality Managers  Leaving Care Team
1.11	Ensure housing staff receive child protection training and training on the Leaving Care Protocol.	Undertake training audit.  Arrange cyclical training for all staff.  Ensure training included in induction for new staff.	Prevent youth homelessness.  Safeguard children and young people.	Within existing resources.	July 2015	Locality Managers

**Objective 4. Undertake a review of rough sleeping services to ensure that the 'No Second Night Out' vision is met.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
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1.12	Undertaken a review of rough sleeping services to ensure that no rough sleeper has to spend a second night sleeping rough.	Research best practice. Ensure effective outreach provision. Reconfigure emergency provision to ensure it meets demands and works to prevent rough sleeping.	No rough sleeper sleeps out for a second night.	Resources may be required.	December 2015	Head of Housing Solutions
1.13	Improve the availability of emergency accommodation and day services.	Map and review current emergency bed provision	Additional emergency accommodation resource to meet needs.	Resources may be required.	April 2016	Head of Housing Solutions
1.14	Ensure targeted response to working with entrenched rough sleepers.	Review current provision and the need for complex needs group. Research best practice. Reconfigure or commission services to meet need.	Reduction in the number of entrenched rough sleepers.	Resources may be required.	April 2016	Head of Housing Solutions

**Objective 5. Achieve the Government's Gold Standard.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
1.15	Achieve the Government's Gold Standard by meeting the 10	Participate in a peer review to establish a	Improve frontline housing services for homeless	Within existing resources.	March 2018	Head of Housing Solutions

	pledges.	baseline position.  Commit to achieving the Gold Standard and meeting the ten challenges.  Develop an action plan to meet the ten challenges.	families and single people.			
1.16	Adopt a corporate commitment to prevent homelessness, which has a buy-in across all local authority services.	Report to SMT requesting corporate commitment to preventing homelessness.  Appointment of an Elected Member Homelessness Champion.	Ensure commitment to preventing homelessness across all Local Authority Services.  Meets a Gold Standard challenge.	Within existing resources.  Joined up approach to preventing homelessness would save money across services.	March 2018	Head of Housing Solutions
1.17	Offer a Housing Options prevention service to all clients including written advice.	Develop template letters.  Update procedures.  Train staff.	Meets a Gold Standard challenge.  Delivery of best practice service.	Within existing resources.	March 2018	Head of Housing Solutions

## Priority two: Increase housing supply to meet the accommodation and support needs of homeless people

### Objective 1: Develop a coordinated approach to increase the supply of affordable private rented accommodation

Action	Milestones	Targets	Value for	Timescales	Lead Officer
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				Money/ Resource Implications		
2.1	Develop a co-ordinated approach to increase the supply of affordable private rented accommodation through the Let's Rent scheme, PRSOs and temporary accommodation.	<p>Develop an action plan to provide a strategic approach to the use of the private rented sector to meet a range of needs including both prevention and TA.</p> <p>Implement action plan.</p> <p>Create 40 new private rented tenancies per year.</p> <p>Review outcomes.</p>	<p>Increase the supply of affordable private rented homes.</p> <p>Improve the standard of private sector properties and responsible landlords.</p> <p>Increase the number of landlords committed to the scheme in the long term.</p>	Investment in landlord incentives may be required, however this needs to be off set against the cost of homelessness.	December 2015	Locality Managers
2.2	Develop and promote a shared tenancy model to meet the needs of single people.	<p>Research best practice.</p> <p>Develop a local model based on best practice and local need.</p>	<p>Clients sustain their tenancies.</p> <p>Improved availability of information.</p>	Investment in this model may be required.	March 2016	Housing Policy Advisor

**Objective 2. Ensure the best use of the Council's Housing Stock to meet customer need, through the Allocations Policy, the Annual Lettings Plan, tenancy sustainment approaches and shared tenancies.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
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2.3	Develop and promote a menu of tenancy sustainment services.	<p>Research best practice.</p> <p>Develop a local range of tools to meet identified need.</p> <p>Review outcomes.</p>	<p>Tenancies are sustained.</p> <p>Homelessness is prevented.</p>	Within existing resources.	March 2016	Locality Managers
2.4	Implement the tenancy sustainment approach for CBC tenants.	<p>Roll out tenancy sustainment programme.</p> <p>Monitor outcomes.</p> <p>Review approach.</p> <p>Publicise good practice.</p>	<p>Reduced CBC tenancy failure.</p> <p>Increased awareness of CBC tenancy sustainment support by CBC tenants and support services.</p>	Within existing resources.		
2.5	Implement the Allocations Policy and new Housing Register.	<p>Roll out new allocations policy.</p> <p>Monitor outcomes.</p> <p>Review policy after 6 months.</p>	<p>Applicants in housing need are helped to find suitable housing.</p> <p>Applicants who are out of work are encouraged to seek employment.</p> <p>Efficient and best use of social housing stock in the area.</p> <p>Applicants are encouraged to take a measured and long term view on housing options and to take</p>	Within existing resources.	December 2014	Locality Managers

			<p>responsibility for planning their own housing provision.</p> <p>Those threatened with homelessness are assisted into private sector accommodation with the help of our private sector access scheme.</p>			
2.6	Monitor the impact of the Allocations Policy on homelessness and homelessness service.	<p>Develop monitoring arrangements to understand the impact the new policy has on customer demand.</p> <p>Ensure a range of options/leaflets are available for those not eligible to join the Register.</p> <p>Feed outcomes of monitoring into policy review.</p>	Enable pro-active approach to potential adverse impact of the policy.	Within existing resources.	August 2015	Locality Managers
2.7	Create shared tenancy arrangements within Council housing stock.	<p>Research best practice.</p> <p>Implement pilot.</p> <p>Roll out shared tenancies on identified housing</p>	<p>Create 10 shared tenancy arrangements.</p> <p>Increase the housing options available to single people.</p>	<p>Set up costs.</p> <p>Potential on-going support costs.</p>	March 2016	Housing Policy Advisor

stock.

**Objective 3. Increase the provision of affordable housing, including both market and rented.**

	<b>Action</b>	<b>Milestones</b>	<b>Targets</b>	<b>Value for Money/ Resource Implications</b>	<b>Timescales</b>	<b>Lead Officer</b>
2.8	Work with the Planning service to ensure the Housing Supplementary Planning Document meets specific Housing Needs for Central Bedfordshire.	<p>Research best practice.</p> <p>Provide detailed evidence base.</p> <p>Regular meetings with planning.</p>	Increase the number of appropriate and affordable properties available to prevent homelessness.	Within existing resources	December 2015	Head of Housing Solutions
2.9	Review the Improved information sharing and joint working between Housing Services and the Planning service.	<p>Undertake review.</p> <p>Monitor outcomes.</p>	Better understanding of the needs of residents at risk of homelessness.	Within existing resources.	December 2015	Head of Housing Solutions
2.10	Review the Empty Homes Strategy to continue to maximise the use of empty properties to address housing need.	<p>Research best practice.</p> <p>Identify solutions and budgets to maximise the use of empty properties to meet the identified housing need.</p> <p>Ensure full nomination rights to the Housing Solutions team.</p>	Empty homes brought back in to use to increase the availability of housing.	Empty property budget.	December 2015	Head of Housing Solutions

**Objective 4. Develop a coordinated approach to increase the provision and through put of supported accommodation services to meet identified needs.**

	<b>Action</b>	<b>Milestones</b>	<b>Targets</b>	<b>Value for Money/ Resource Implications</b>	<b>Timescales</b>	<b>Lead Officer</b>
2.11	Review the provision of floating support services.	Assess existing floating support services with stakeholders to consider the effectiveness of existing services and whether additional services could be useful and cost-effective. Agree action plan to improve use and take up in support. Or re-commission as necessary.	Floating support services meet the needs of clients.  Clients sustain their tenancies.	Within existing resources.	May 2016	Housing Policy Advisor
2.12	Publish the Housing Support Services Market Position Statement.		Providers are guided as to the services required in the area.	Within existing resources.	May 2015	Housing policy Advisor
2.13	Commission housing support services that meet the needs of the homeless and raise their aspirations.	Develop a commissioning plan.  Consult with providers and service users.  Under take	Improve provision of homeless accommodation and support services.  Improve the outcomes for homeless people.	TBC	May 2016	Housing policy Advisor

		commissioning.				
2.14	Ensure the most effective use of current supported provision by developing a single point of access and a common assessment form for support services, alongside the development of an allocations policy for supported accommodation, prioritising those in greatest housing need.	<p>Research best practice.</p> <p>Develop single point of access and pilot.</p> <p>Develop a common assessment/referral form to be used by all accommodation &amp; support providers.</p> <p>Develop an allocations policy for supported housing.</p>	Ensure supported housing is used to meet the needs of those in the greatest need, and that homelessness is prevented.	Within existing, however the development of single access point may require both ICT and staff resource.	May 2016	Housing Policy Advisor
2.15	Ensure effective move on from supported accommodation through the implementation of Homeless Link's Move On Plan Protocol.	<p>Identify lead contacts and agree action plan to implement 6 stages of MOPP.</p> <p>1) Partnership work 2) Audit to capture numerical info. 3) Action plan based on the audit. 4) Delivery of action plan 5) Monitoring of the action plan. 6) Review.</p>	To ensure effective move on from supported accommodation.	Within existing resources.	May 2016	Housing Policy Advisor

**Objective 5: Improve the health and wellbeing of homeless people.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
2.16	Adopt a collaborative approach to meet the health needs of homeless people.	Develop key partnerships, and identify issues.  Develop a project plan to address issues.	Improve access to health services for homeless people.	Within existing resources.	May 2016	Homelessness Forum
2.17	Ensure that the needs of vulnerable homeless households are reflected in the Health and Wellbeing Strategy, and advise the Health and Wellbeing Board on the links between homelessness, health care and housing.	Ensure robust evidence base to feed into health and wellbeing board. Ensure housing representation on board.  Develop reports on key issues to take to board.	Improve strategic commitment to tackle homeless health issues.	Within existing resources.	May 2016	Homelessness Forum
2.18	Ensure that commissioned and in-house accommodation and support providers are knowledgeable about health care services.	Provide training for in-house staff and support providers.  Provide regular updates on key issues.	Improve access to health care services for homeless people.	Within existing resources.	May 2016	Head of Housing Solutions
2.19	Work with our partners in health and the voluntary sector to ensure that there is a clear process in place so that homeless people discharged from hospital have their	Research best practice.  Develop hospital discharge policy.	People are not discharged from hospital as homeless.	Within existing resources.	May 2016	Housing Policy Advisor

housing and on-going support needs planned for.	Implement policy and review.				
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**Priority three: Reduce the use of temporary accommodation and bed & breakfast**

**Objective 1: Carry out a comprehensive review of the use of Temporary Accommodation.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
3.1	Carry out a comprehensive review of the use of Temporary Accommodation and develop a TA action plan to meet the current and anticipated need.	<p>Undertake a review of existing temporary accommodation provision.</p> <p>Research best practice nationally in relation to temporary accommodation provision.</p> <p>Identify current and future demand for temporary accommodation.</p> <p>Reconfigure existing/procure new temporary accommodation to meet needs identified.</p>	<p>To ensure the Council is able to meet its statutory duties to provide temporary accommodation.</p> <p>Vulnerable people are housed in appropriate temporary accommodation.</p>	<p>Within existing resources, although additional investment may be required, but this needs to be offset against the cost of B&amp;B placements.</p>	June 2015	Locality Managers

3.2	Develop a specialist role within the Housing Solutions team to focus on households in temporary accommodation, with a particular focus on effective and timely move on, and discharge into the private rented sector.	Identify resource.  Identify roles and responsibilities of this post.  Develop targets and procedures.	Reduced number of households in bed and breakfast and temporary accommodation.  Reduced length of stay.  Increased number of homeless households made a PRSO.	Within existing resources.	June 2015	Locality Managers
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**Objective 2: Minimise the use of unsuitable and expensive B&B accommodation**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
3.3	Minimise the use of unsuitable and expensive B&B accommodation.	Implement recommendations from TA review.  Ensure effective prevention measures are in place.  Source alternative emergency accommodation provision.	Reduce the use of B&B, and the associated costs.	Within existing resources.	June 2015	Locality Managers
3.4	Ensure that appropriate	In partnership with	No 16 & 17 year olds are	Possible budget	June 2015	Locality



	accommodation is available for 16 and 17 year olds so that they are not placed in B&B.	children's services consider the development of Nightstop or supported lodgings to provide alternative emergency accommodation provision.  Research best practice.	placed in B&B.	implications, although children's services may fund new services.		Managers
3.5	Ensure that appropriate accommodation is available for families so that they are not placed in B&B unless in an emergency and for no longer than 6 weeks.	Implement recommendations from TA review.  Ensure appropriate TA provision or PRS provision available for families.	No families spend longer than 6 weeks in B&B.	Within existing resources.	June 2015	Locality Managers

**Objective 3: Review temporary accommodation in light of the ongoing and forthcoming reforms made by the DWP**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
3.6	Review temporary accommodation in light of the ongoing, and forthcoming reforms made by the DWP and establish which properties will be affected.	Establish which dwellings will be affected by social housing size criteria.  Agree actions to recover rental charges once Benefit Cap and Universal Credit has been rolled-out.	To provide for the significant reforms being made by the Department for Work and Pensions to the Temporary Accommodation Subsidy regime.	Within existing resources.	June 2015	Locality Managers

**Priority four: Minimise the impact of welfare reform while assisting homeless people to access opportunities for employment, education, training and support them to raise and meet their aspirations.**

**Objective 1: Develop an approach to manage the impact of Universal Credit on social housing tenants.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
4.1	Develop an approach to manage the impact of Universal Credit on CBC tenants.	<p>Work with key partners to develop a project plan.</p> <p>Learn from pilot areas.</p> <p>Roll out plan, ensuring changes publicised, and effective support available for impacted households.</p>	<p>CBC tenants adjust well to the new benefit arrangements.</p> <p>Vulnerable tenants are assisted to manage their income.</p>	Within existing resources	March 2016	Homelessness Forum
4.2	Encourage Registered Providers to put mechanisms in place to ready tenants for the introduction of Universal Credit, through budgeting workshops and bespoke advice sessions.	<p>Work in partnership with RPs to provide targeted approach to introduction of UC.</p> <p>Ensure effective referral arrangements are in place when tenants are threatened with eviction.</p>		Within existing resources.	March 2016	Homelessness Forum

<b>Objective 2: Deliver Housing Landlord's Tenants Incentive Scheme to free up under-occupied homes and create shared houses.</b>						
	<b>Action</b>	<b>Milestones</b>	<b>Targets</b>	<b>Value for Money/ Resource Implications</b>	<b>Timescales</b>	<b>Lead Officer</b>
4.3	Deliver Housing Landlord's Tenants Incentive Scheme to free up under-occupied homes and create shared houses.	<p>Develop a range of incentives.</p> <p>Publicise incentives.</p> <p>Research best practice models of shared houses.</p> <p>Identify suitable model and roll out.</p>	<p>Assist those affected by the under occupancy penalty to downsize.</p> <p>Make best use of stock.</p> <p>Increase provision of accommodation for single people.</p>	Resource implications.	December 2015	Head of Housing Management
<b>Objective 3: Work with DWP to raise awareness of the impact of Universal Credit with partners and customers and develop a range of mitigations</b>						
	<b>Action</b>	<b>Milestones</b>	<b>Targets</b>	<b>Value for Money/ Resource Implications</b>	<b>Timescales</b>	<b>Lead Officer</b>
4.4	Monitor the impact of welfare reform through the Council's Welfare Reform Working Group to identify initiatives to alleviate hardship.	<p>Review and understand data held and collected by partner organisations.</p> <p>Agree performance measures and statistics to regularly be monitored by</p>	Alleviate hardship of those impacted by welfare reform.	Within existing resources.	March 2016	Homelessness Forum

		<p>the task group.</p> <p>Establish a reporting framework.</p> <p>Implement mitigating actions.</p>				
4.5	<p>Make the best use of Discretionary Housing Payments (DHP) through delivery of the Council's DHP policy.</p>	<p>Implement policy.</p> <p>Review policy and outcomes against good practice.</p>	<p>Alleviate poverty.</p> <p>Encourage Central Bedfordshire residents to obtain and sustain employment.</p> <p>Prevent homelessness and promote tenancy sustainment.</p> <p>Safeguard Central Bedfordshire residents in their homes.</p> <p>Support domestic abuse victims who are trying to move to a place of safety.</p>	<p>Within existing resources.</p>	<p>March 2016</p>	<p>Housing Policy Advisor / Locality Managers</p>
4.6	<p>Work with DWP to provide debt advice to vulnerable clients and to identify those who need to have rent paid directly to their landlord.</p>	<p>Establish an effective partnership with DWP.</p> <p>Identify vulnerable clients.</p>	<p>Reduce the risk of homelessness as a result of welfare reform.</p>	<p>Within existing resources.</p>	<p>June 2015</p>	<p>Locality Managers</p>

		Ensure a procedure in place for direct payment requests.				
4.7	Improve partner's knowledge, particularly social care, of how welfare reform issues will affect vulnerable clients and where they can obtain help to resolve housing related benefit problems.	Hold training sessions for partner agencies and social care colleagues.	Reduce the risk of rent arrears and homelessness due to the introduction of Universal Credit.	Within existing resources.	June 2015	Homelessness Forum

**Objective 4: Ensure that the Housing Solutions service actively works with customers to raise their aspirations and help them to access employment, education and training.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
4.8	Ensure that the Housing Solutions service actively works with customers to raise their aspirations and help them to access employment, education and training.	Commence Jobcentre Plus 'surgeries' at housing options service centres.  Frontline staff to spend a day at a local Jobcentre Plus, Inspira and PEC. (iii) Provide through partners free internet access to search job vacancies.  Consider the co-location of housing and Jobcentre Plus services.	Support Housing Solutions customers to access employment, education and training.	Within existing resources.	October 2015	Locality Managers

		<p>All housing options to include analysis of impact on worklessness and encouragement into training and employment.</p> <p>Identify opportunities for the Council's Housing Service to employ former service users.</p>				
4.9	In partnership with the Work Programme and the Job Centre identify how to overcome the barriers to employment faced by homeless people.	<p>Develop a partnership with Job Centre and Work Programme.</p> <p>Research good practice.</p> <p>Develop an action plan.</p>	Support Housing Solutions customers to access employment, education and training.	Within existing resources.	October 2015	Locality Managers
4.10	Employment Support Officer to facilitate access to education, employment and training opportunities through the delivery of a range of targeted initiatives.	<p>Ensure effective referral arrangements in place for Housing Solutions to refer to ES Officer.</p> <p>Raise awareness of initiatives with customers and partners.</p>	Increased awareness of education, employment and training opportunities available.	Within existing resources.	October 2015	Locality Managers
4.11	Commission European Social Fund projects to engage with unemployed and economically inactive residents.		Work clubs will increase access to employment and training, further learning or volunteering.	Resource implications?	December 2016	Head of Housing Solutions

			<p>Get in to Work schemes will improve skills of the local workforce in specific industries.</p> <p>Targeted enterprise workshops will increase self-employment.</p> <p>The Progress to Education Employment and Training programme will increase the number of residents with a mental health condition, learning disability and/or autism in work.</p>			
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**Objective 5: In partnership explore the feasibility of developing a social enterprise to create employment opportunities for homeless customers.**

	<b>Action</b>	<b>Milestones</b>	<b>Targets</b>	<b>Value for Money/ Resource Implications</b>	<b>Timescales</b>	<b>Lead Officer</b>
4.12	In partnership explore the feasibility of developing a social enterprise to create employment opportunities for homeless customers.	<p>Research best practice.</p> <p>Work with providers to explore opportunities for social enterprise.</p>	<p>Social enterprise operational.</p> <p>5 jobs created.</p>	Set up costs.		Head of Housing Solutions

4.13	Explore opportunities to create employment opportunities within Housing Services to employ tenants and former service users.	<p>Research best practice.</p> <p>Identify potential job roles.</p> <p>Develop routes into employment.</p>	5 service users/tenants employed by the Council	Within existing resources.	April 2017	Homelessness Forum
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**Priority five: Develop an integrated partnership approach to tackling homelessness**

**Objective 1: Develop a clear vision for Homelessness across Central Bedfordshire.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
5.1	Develop a clear vision for Homelessness across Central Bedfordshire that all partners both statutory and voluntary sign up to.	<p>Consult on draft vision with stakeholders and customers.</p> <p>Stakeholders to sign up to vision.</p> <p>Launch event to promote vision and gain required publicity.</p>	Ensure a co-ordinated approach to tackling homelessness across CBC.	Within existing resources.	September 2015	Homelessness Forum

**Objective 2: Establish a Multi-Agency Assurance Group (MAAG) to govern and lead the delivery of the vision and the Homelessness Strategy Implementation.**



	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
5.2	Establish a Multi-Agency Governance Group to govern and lead the delivery of the vision and the Homelessness Strategy implementation.	<p>Agree membership of the Group.</p> <p>Develop Terms of Reference.</p> <p>Agree frequency of meetings and set meeting dates for the year.</p>	<p>To ensure robust governance arrangements are in place to achieve the vision and the delivery of the Homelessness Strategy through the established partnership arrangements.</p> <p>To ensure that the Homelessness Strategy is developed and owned by partners.</p> <p>To ensure a partnership approach to the delivery of the Homelessness Strategy actions.</p>	Within existing resources.	June 2015	Head of Housing Solutions
5.3	Establish a mechanism to set up task and finish delivery groups.	<p>Develop arrangements for the establishment of task and finish groups.</p> <p>Identify actions for these groups to deliver.</p>	To ensure a partnership approach to the delivery of the Homelessness Strategy actions	Within existing resources.	September 2015	Homelessness Forum

**Objective 3: Establish a Homelessness Forum.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
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				Resource Implications		
5.4	Establish a homelessness forum to meet quarterly.	<p>Agree membership of the Forum.</p> <p>Develop Terms of Reference.</p> <p>Set meeting dates for the year.</p>	To ensure a partnership approach to tackling homelessness, to share developments, consult on new arrangements and share and learn from best practice.	Within existing resources.	June 2015	Head of Housing Solutions
5.5	Develop a quarterly service newsletter to provide partners with information, updates on performance and share best practice	<p>Establish mailing list.</p> <p>Produce quarterly newsletters.</p> <p>Invite feedback.</p>	<p>Share best practice.</p> <p>Provide information updates.</p>	Within existing resources.	April 2016	Homelessness Forum

**Objective 4: Improve access to information and review referral arrangements.**

	Action	Milestones	Targets	Value for Money/ Resource Implications	Timescales	Lead Officer
5.6	Revise referral process to enable the recording and sharing of detailed information about the clients' circumstances.	<p>Review referral process.</p> <p>Roll out new process.</p> <p>Review new process.</p>	<p>Better information sharing.</p> <p>A reduction in time wasted due to inappropriate referrals.</p>	Within existing resources.	March 2017	Locality Managers
5.7	Develop a missed appointment	Develop protocol	Referrals lead to an	Within existing	March 2017	Locality

	protocol.	Implement protocol. Review protocol.	outcome for the client. Lack of engagement can be followed up.	resources.		Managers
5.8	Promote single access points for the north and the south of the area for partners to request from CBC information about housing options and homelessness services.		Partners have an efficient and effective information source.  Better informed clients.	Within existing resources.	April 2016	Locality Managers
5.9	Review web and paper based information sources.	Develop range of leaflets and factsheets.  Update Website.	Information available is up to date enabling accurate signposting.	Printing costs	April 2016	Homelessness Forum
5.10	Publish a directory of homelessness and housing options services for partners.	Gather key information.  Agree content and layout.  Distribute directory.	Improved awareness of services available.  More appropriate referrals to services that meet the client's needs.  Reduce pressure on over-subscribed services.	Within existing resources.	April 2016	Homelessness Forum