

## HOMELESSNESS STRATEGY 2008 - 2013 ACTION PLAN

We are going to:

1. Consolidate and extend the prevention of homelessness to reduce demand for crisis accommodation
2. Increase the supply of housing options available to prevent homelessness
3. Increase the amount and quality of accommodation available for those at risk of homelessness
4. Improve governance and strengthen partnerships to meet crosscutting needs

### **Increase the number of people:**

- for whom we prevent homelessness and repeat homelessness
- who live in improved buildings that services are provided from
- who receive support to address the causes of their homelessness
- who move from homelessness to independence
- sustaining their independence
- benefit from the range of options available to prevent homelessness
- involved in meaningful activities and entering employment
- who use homeless services and we engage with to seek their views

### **Reduce the number of people:**

- accepted as homeless, by offering appropriate alternative options
- evicted from all forms of housing
- living in temporary accommodation by 50% by 2010
- who have to sleep rough

### **And to ensure that:**

- families with children are not placed in bed and breakfast
- no 16/17 year olds are placed in bed and breakfast
- the allocations policy continues to facilitate the prevention of homelessness
- we provide services that meet the needs of Newcastle's residents, including those with complex needs and at risk of repeat homelessness

Outcomes for people	Performance measure	Actions	Date	Lead	Progress
<b>1. Consolidating and extending the prevention of homelessness to reduce demand for crisis accommodation</b>					
<ul style="list-style-type: none"> <li>• More people's homelessness and repeat homelessness will be prevented</li> <li>• Fewer people (esp. children in families) will need temporary accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• No. of homelessness prevention cases</li> <li>• No. of households accepted as homeless</li> <li>• No. of stat homeless households in temporary accommodation</li> <li>• No. of housing options created and used</li> </ul>	1. Review of housing options: <ul style="list-style-type: none"> <li>• Produce a running table of housing options, checking out: Is this working to prevent homelessness? If not what more should be done?</li> <li>• Use PN events to ask: What other ideas are there?</li> </ul>	1. Oct 08	1. NHPP	<u>In progress:</u> CLG checklist of prevention options to be used as a base.
		2. Plan developed for identifying early intervention options: <ul style="list-style-type: none"> <li>• Collect information from Inline / FIP to identify further opportunities for early intervention.</li> <li>• Ask all HSRGs to consider</li> </ul>	2. Nov 08	2. HPSU	<u>In progress:</u> Also Young People's Service looking at barriers.
		3. Baseline and monitoring developed per option <ul style="list-style-type: none"> <li>• Develop a framework</li> <li>• Develop a system to use NHLP and HAC stats and cases to flag up exceptions</li> </ul>	3. Nov 08	3. NHPP	<u>In progress:</u> Using 5 main causes of homelessness as a checklist.
		4. Increase provision of and access to debt advice. <ul style="list-style-type: none"> <li>• Meet with NWRS, Law Centre, CAB, Money Matters and UNN Student Law Office, Banks, Building Societies and Consumer Credit Counselling Service to identify opportunities to increase provision of and access to debt advice.</li> <li>• Explore funding opportunities for a debt advisor post at HAC</li> </ul>	4. Apr 09	4. HSM	<u>Completed:</u> – 4 new posts start March 09, communication plan being developed
		5. Widening access to prevention services in the most effective locations:	5. Apr 09	5. NHPP	<u>In progress</u>

Outcomes for people	Performance measure	Actions	Date	Lead	Progress
		<ul style="list-style-type: none"> <li>Consider a surgery system</li> </ul> <p>6. Improve publicity about housing options services across all agencies</p> <ul style="list-style-type: none"> <li>Develop a plan for improving and increasing publicity about homelessness prevention and housing options services (involve Inline/ Youth Voice / Pathways ASWs)</li> </ul>	6. Apr 09	6. HAC	<u>In progress:</u> Discussions about written information, posters, and surgeries
<ul style="list-style-type: none"> <li>More households will sustain settled housing</li> <li>Fewer people will be evicted from all types of housing</li> </ul>	<ul style="list-style-type: none"> <li>No. of tenancies sustained (tied to support efficacy analysis)</li> <li>No. of evictions from all sectors</li> <li>No. of cases of repeat homelessness</li> </ul>	<p>7. Baseline and monitoring developed for sustaining of tenancies and evictions that measures value of support</p> <ul style="list-style-type: none"> <li>Develop a framework, with links to the LAA targets.</li> </ul>	7. Apr 09	7. SP & NHPP	<u>In progress</u> – link with AP 3
		<p>8. Prevention from Eviction and Repeat Homelessness Protocol (PERHP) reviewed, revised &amp; re-launched to ensure that co-ordination between agencies ensures provision of early advice and the support necessary to maintain independence</p>	8. Dec 08	8. HSM & YHN	<u>In progress,</u> training Jan/Feb 09, revised launch April
		<p>9. Work with Housing Assns to ensure they match YHN's performance on preventing evictions</p> <ul style="list-style-type: none"> <li>Develop a staged approach to implementing PERHP</li> <li>Develop a monitoring system</li> </ul>	9. Apr 09	9. NHPP	<u>In progress</u> Have attended training, monitoring being developed.
		<p>10. Improve the assessment of risk and support needs for all housing providers including the private rented sector</p> <ul style="list-style-type: none"> <li>Identify information available for effective risk assessment from referring agencies and information needed by housing providers</li> <li>Develop a standard tool for sharing risk and support needs information</li> </ul>	10. Apr 09	10. NHPP & S P	<u>In progress:</u> Work in hand with offender HSRG

Outcomes for people	Performance measure	Actions	Date	Lead	Progress
		11. Develop pre-tenancy training for clients	11. Apr 10	11. NHPP & S P	<a href="#">In progress</a> Provider survey, and
<ul style="list-style-type: none"> <li>More people will enter employment, training and meaningful activities</li> </ul>	<ul style="list-style-type: none"> <li>No. of people entering employment, training and meaningful activities</li> <li>No. of people sustaining settled housing for longer who have received the above</li> </ul>	12. Review current employment & meaningful activities and partnerships <ul style="list-style-type: none"> <li>Update the summary of current activities on worklessness and meaningful activities</li> <li>Make recommendations to Supporting People for a standard approach to helping service users in to employment and meaningful activities</li> </ul>	12. Apr 09	12. NHPP & S P	<a href="#">In progress</a> – all tasks in this section in hand, funding secured for project with Newcastle Futures to look at a strategy for both social and supported housing sectors
		13. Baseline and monitoring developed	13. Apr 09	13. HSM	
		14. Develop employment needs assessment as part of support planning	14. Sept 09	14. S P	
		15. Seek resource for coordination of housing and employment work	15. Nov 08	15. HSM	
		16. Link these initiatives into housing allocations	16. Apr 10	16. HSM	
		17. Ensure all agencies use employment services	16. Apr 10	16. HSM	
			17. Apr 10	17. HSM	
<ul style="list-style-type: none"> <li>Fewer people will sleep rough</li> </ul>	<ul style="list-style-type: none"> <li>No. of people sleeping rough</li> <li>No. of cases dealt with in case management system</li> </ul>	18. Rough Sleeping Co-ordinator appointed	18. Sept 09	18. HSM	<a href="#">Completed</a> Panel system developed <a href="#">In hand</a>
		19. Enhance case management system to tackle rough sleeping, to work alongside the Gateway system	19. Jan 09	19. HSM	
		20. Seek resources to develop outreach services	20. Oct 09	20. PCT	<a href="#">In progress</a>
		21. Develop a proposal to limit the damage caused when people do not engage with support	21. Apr 09	21. RSC	
		22. Develop a plan for helping unsupported vulnerable people who come from outside the city, working with other Tyne & Wear	22. Apr 10	22. RSC	<a href="#">In progress</a>

Outcomes for people	Performance measure	Actions	Date	Lead	Progress
		LHAs			
<ul style="list-style-type: none"> <li>Fewer people will become homeless due to overcrowding</li> </ul>	<ul style="list-style-type: none"> <li>No. of households accepted as homeless due to overcrowding</li> </ul>	23. Research completed on scale and profile of overcrowding 24. Plan developed to address overcrowding whilst preventing homelessness	23. Apr 09 24. Apr 09	23.HSM & HPSU 24.HSM	<u>In progress</u> - INLINE collating data on no of yp this affects
<ul style="list-style-type: none"> <li>More young people understand the risks of homelessness and avoid homelessness</li> </ul>	<ul style="list-style-type: none"> <li>No. young people receiving peer education</li> </ul>	25. Review young persons' mediation and link to educational work 26. Further develop the educational work with children and young people and ensure links to schools and youth work	25. Apr 09 26. Apr 09	25. YV 26. YV	<u>In progress</u> - peer ed. delivered already to 2000 children and plans in place to do more
<ul style="list-style-type: none"> <li>Fewer ex-services personnel will become homeless</li> </ul>	<ul style="list-style-type: none"> <li>No. of ex-services personnel becoming homeless</li> <li>No. of temporary accomm placements</li> </ul>	27. Baseline established 28. Review new legislation and examples of good practice in order to meet the needs of people leaving the forces	27. Jan 10 28. Apr 10	27. HPSU 28. HPSU	
<ul style="list-style-type: none"> <li>Fewer refugees and migrants will become homeless</li> </ul>	<ul style="list-style-type: none"> <li>No. of migrants becoming homeless</li> <li>No. of households placed in temporary</li> </ul>	29. Current barriers analysed 30. Develop a pathway to help migrants into settled housing 31. Identify solutions to housing problems for unemployed or homeless migrant workers	29. Jan 09 30. Apr 09 31. Sept 09	29. NHPP 30. NHPP 31. NHPP	<u>In work plan for 09</u>

Outcomes for people	Performance measure	Actions	Date	Lead	Progress
	accommodation <ul style="list-style-type: none"> <li>No. of people sleeping rough</li> </ul>				
<ul style="list-style-type: none"> <li>More people with complex needs will receive better services</li> </ul>	<ul style="list-style-type: none"> <li>No. of evictions from all types of housing</li> <li>No of people with complex needs sleeping rough</li> <li>Stakeholders agreements on holistic improvements</li> </ul>	32. Develop casework approach to meet complex needs  33. Improve the co-ordination between outreach and day services, drug, alcohol and mental health services, and housing and support provision  34. Explore opportunities for mainstream funding for outreach and day services	32. Apr 09  33. Apr 10  34. Apr 09	32 RSC  33. RSC  34. SCRG	<a href="#">In hand – see AP 18</a>  <a href="#">In hand</a>  <a href="#">In hand</a>

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## 2. Increasing the supply of housing options available to prevent homelessness

<ul style="list-style-type: none"> <li>More households will secure suitable housing</li> </ul>	<ul style="list-style-type: none"> <li>No. of households securing settled accomm by sector</li> <li>No. of cases of homelessness prevented by securing settled accommodation</li> <li>No. of people sustaining settled housing for longer</li> <li>No. of satisfied customers and stakeholders</li> <li>No. of clients moving through the Pathways</li> </ul>	35. Pathways reviewed, revised & re-launched to ensure that co-ordination between agencies ensures provision of early advice and the support necessary to maintain independence	35. Dec 08	35. HSM & YHN	<u>In hand – training Jan/Feb 09, revised launch April</u>
		36. Baseline and monitoring developed	36. Apr 09	36. HPSU	
		37. Maintain YHN's strong performance and support Housing Associations to match this, so as to increase the rate of successful move-ons	37. Apr 10	37. HSM	<u>In progress – with AP 35</u>
		38. Consolidate rent deposit scheme	38. Apr 09	38. PRS	<u>In hand, review report due April 09</u>
		39. Review options to increase access to private rented accommodation	39. Apr 09	39. PRS	
		40. Develop a programme of pre-tenancy training to help homeless people to move into and sustain settled housing	40. Dec 10	40. HSM	<u>See AP 11</u>
		41. Continue to identify barriers to move-on for people in temporary supported housing, and develop strategies for overcoming those barriers	41. Sept 08	41. NHPP & SP	<u>In progress, alongside AP 19. YHN to look at information gathered re ineligibility</u>
		<ul style="list-style-type: none"> <li>Review the impact of</li> </ul>			

Outcomes for people	Performance measure	Actions	Date	Lead	Progress
		<p>actions taken re long stayers and produce a further plan</p> <p>42. Conduct analysis of needs in existing communities and develop schemes to tackle social exclusion, health and other problems to existing communities with multiple or complex needs e.g. Urban Village model</p>	42. Apr 11	42. HSM	decisions

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3. Increasing the amount and quality of accommodation available for those at risk of homelessness					
<ul style="list-style-type: none"> <li>More people will live in better buildings</li> </ul>	<ul style="list-style-type: none"> <li>No. of buildings assessed</li> <li>No. of buildings improved</li> </ul>	43. Develop standards for all temporary accommodation (including the council's accommodation), and benchmark accommodation against the Decent Homes standard, Disability Discrimination Act and CLG's Places of Change criteria Standards established and consulted upon	43. Apr 09	43. HD	
		44. All existing provision benchmarked against the standard	44. Apr 10	44. HD	
		45. Cost of refurbishment or replacement identified	45. Apr 11	45. HD	
		46. Funding options explored	46. Apr 11	46. SCRG	
		47. Plan developed to improve support in and quality of HMOs	47. Apr 10	47. HD	
<ul style="list-style-type: none"> <li>Fewer people will live in statutory temporary accommodation (TA)</li> </ul>	<ul style="list-style-type: none"> <li>Progress towards CLG's target of 50%</li> <li>No. of households in TA</li> </ul>	48. Develop proposals to meet all the council's TA needs and meet 50% target by 2010	48. Sept 08	48. HSM & TAM	<u>In progress:</u> TA Manager leading implementation plan.
		49. Introduce plan to meet 50% target	49. Apr 09	49. HSM & TAM	
<ul style="list-style-type: none"> <li>Fewer people will sleep rough or be evicted due to the lack of appropriate accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction of service users and commissioners with accommodation particularly:</li> </ul>	50. Develop baseline and reporting arrangements e.g. annual survey	50. Apr 09	50. HS	<u>In progress:</u> CRG identifying baseline and assessing
		51. Evaluate needs and opportunities to modify	51. Apr 09	51. HS	

Outcomes for people	Performance measure	Actions	Date	Lead	Progress
	<ul style="list-style-type: none"> <li>• teenage parents</li> <li>• chronically excluded people</li> <li>• couples</li> <li>• women</li> <li>• alcohol and drug users</li> <li>• older homeless people</li> <li>• sex workers</li> <li>• high risk offenders</li> <li>• people with complex needs</li> </ul>	<p>existing provision</p> <p>52. Identify need for new provision via CRAR</p> <p>53. Develop business case and bids</p>	<p>52. Apr 09</p> <p>53. Apr 10</p>	<p>52. HS</p> <p>53. HS</p>	<p>needs.</p>
<ul style="list-style-type: none"> <li>• More people who require long term supported housing will be able to stay for longer than 2 years</li> </ul>	<ul style="list-style-type: none"> <li>• No. of clients assessed as needing long term supported housing</li> <li>• No. of bedspaces designated as longer term supported housing</li> <li>• Increased No. of households in appropriate supported housing</li> </ul>	<p>54. Ensure all providers assess all clients' needs</p> <p>55. Develop baseline of clients needing long term supported housing</p> <p>56. Reassign accommodation accordingly</p>	<p>54. Apr 09</p> <p>55. Sep 09</p> <p>56. Apr 10</p>	<p>54. SP</p> <p>55. SP</p> <p>56. SP</p>	

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4. Improving governance and strengthening partnerships to meet crosscutting needs					
Closer partnership working to achieve <ul style="list-style-type: none"> <li>• Increased prevention of homelessness and repeat homelessness</li> <li>• Increased moves to suitable housing</li> <li>• Reduced evictions</li> <li>• Reduced rough sleeping</li> <li>• Improved accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Gateway</li> <li>• % of accommodation and floating support offers going through the Gateway</li> <li>• Attendance at and satisfaction with HSRG and CRG</li> <li>• Schemes registered on CRAR</li> </ul>	57. Finalise and implement the Housing "Toolkit": the Gateway, Commissioners' Review Group, Capital & Revenue Alignment Register and the role of the Housing Strategy Review Groups	57. Jan 09	57. HS/SP	<u>In hand:</u> Gateway staff appointed and software ordered.
		58. Role of HSRGs reviewed and rewritten	58. Apr 09	58. HPSU	
<ul style="list-style-type: none"> <li>• Maintain and build on the Homelessness Prevention Network (NHPN)</li> </ul>	<ul style="list-style-type: none"> <li>• No. of Network members</li> <li>• No. of Network events and communications</li> <li>• No. of named contacts</li> </ul>	59. Build up the membership of the NHPN to involve more agencies in early intervention to prevent homelessness	59. Apr 09	59. NHPP	<u>In hand:</u> Action plan in place to expand membership.
		60. Hold annual conference / survey	60. Oct 09	60. NHPP	
<ul style="list-style-type: none"> <li>• Improve sector wide performance management to promote all agencies working towards common aims</li> </ul>	<ul style="list-style-type: none"> <li>• System developed to measure performance in access, move on, evictions and sustainability</li> </ul>	61. Consolidate performance and monitoring measures to be used across all sectors and for all protocols and policies	61. Apr 10	61. CRG	
<ul style="list-style-type: none"> <li>• Develop standards and targets, and train staff across all sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Standards developed on above</li> <li>• Targets developed</li> <li>• No. trained</li> </ul>	62. Develop sector-wide standards and targets	62. Apr 09	62. CRG	
		63. Establish training consortium	63. Apr 09	63. YHN	
		64. Develop related training programme	64. Sep 09	64. YHN	
<ul style="list-style-type: none"> <li>• Co-ordinate the</li> </ul>	No. of ex-prisoners:	65. Implementation plan	65. Apr 09	65. HSM	<u>In hand:</u>

Outcomes for people	Performance measure	Actions	Date	Lead	Progress
implementation of the HARP Protocol	<ul style="list-style-type: none"> <li>accessing and sustaining housing</li> <li>sustaining housing</li> <li>sleeping rough</li> </ul>	developed for fitting HARP into Gateway 66. Ongoing governance arranged via HSRG	66. Apr 09	66. HSRG	Offender HSRG leading
<ul style="list-style-type: none"> <li>Develop a joint agreement between Strategic Housing Service, Adult and Children's Services, and YHN/HAs to meet the needs of people with complex needs, and people with care needs that cannot be met by housing-related support services</li> </ul>	<ul style="list-style-type: none"> <li>Protocol established</li> <li>No of complex cases managed</li> </ul>	67. Agreements established 68. Agreements piloted 69. Training programme established 70. Training delivered 71. Monitoring, evaluation and governance developed	67. Apr 09 68. Sept 09 69. Sept 09 70. Dec 09 71. Sept 09	67- 71 HSM/SP/A S/CS	In hand: YOUNg Persons' Protocol being developed by Children and Young People's Board.
<ul style="list-style-type: none"> <li>Fewer people will seek to present as homeless due to allocations policy</li> </ul>	Allocations policy reviewed	72. Annual review of allocations policy to ensure policy	72. Apr 09	72. HPSU	
<ul style="list-style-type: none"> <li>More service users will be involved in monitoring and the development of services</li> </ul>	<ul style="list-style-type: none"> <li>No. of service users involved</li> </ul>	73. Build on existing work with young homeless people, to engage them in actions to implement this strategy where it relates to young people <ul style="list-style-type: none"> <li>Ask for a report from Youth Voice on what work they have already done: what challenges this raised: what lessons there are for working with other service users and what more needs to be done to</li> </ul>	73. Dec 08	73. YV & SP	In progress: Report produced on lessons learnt from Youth Voice and other service user work, S P seeking an external agency to facilitate further work with a range of groups.

Outcomes for people	Performance measure	Actions	Date	Lead	Progress
		<ul style="list-style-type: none"> <li>engage young people</li> <li>Develop a proposal for service user involvement with other groups of homeless people</li> </ul>			
		74. Service user engagement mechanism established with adults	74. Apr 09	74. HSM/S P	As above
		75. Set up regular mystery shopping in homelessness services	75. Apr 10	75. NHPP	<u>In hand</u>
		<ul style="list-style-type: none"> <li>Explore option of recruiting mystery shoppers from YHN</li> </ul>			
<ul style="list-style-type: none"> <li>Work with regeneration teams to ensure regeneration initiatives are relevant to the needs of vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>No. of regeneration initiatives that include the needs of vulnerable and ex-homeless people</li> </ul>	76. "Urban Village" type regeneration proposal evaluated	76. Apr 09	76. HD	
		77. Housing strategy process updated	77. Apr 09	77. HPSU	

### Key

AS – Adult Services

CS – Children's Services

CRG – Commissioners' Review Group (SCRG – Senior CRG)

HD – Housing Development manager

HSM – Housing Services Manager

HSPU – Housing Strategy and Policy Unit

NHPP – Newcastle Homelessness Prevention Project

RSC – Rough Sleeping Co-ordinator

S P – Supporting People

PCT – Primary Care Trust

PRS – Private Rented Services

TAM - Temporary Accommodation Manager

YHN – Your Homes Newcastle

YV – Youth Voice

HSRG – Housing Strategy Review Groups

CRAR – Capital and Revenue Alignment Register

NHPN – Newcastle Homelessness Prevention Network