

Lancaster District Homelessness Strategy 2008 – 2013

Final draft June 2008

Contents

- 1 Introduction**
- 2 Outcomes from the Homelessness Strategy 2003 – 2008**
- 3 Homelessness Review 2008 Summary**
- 4 Future Levels of Homelessness**
- 5 Gaps in Provision**
- 6 Developing Strategic Priorities**
 - **Government priorities**
 - **LAA priorities**
 - **Housing strategy priorities**
- 7 Homelessness Strategic Priorities**
 - **Prevention of homelessness through timely advice, intervention and support**
 - **Prevention of homelessness by developing further the range of good quality temporary and emergency accommodation available**
 - **Reducing homelessness among young people, those affected by domestic violence, and offenders/ rough sleepers**
 - **Reducing the use of temporary accommodation and Bed and Breakfast**
 - **Increasing the supply of good quality affordable housing**
 - **Ensuring effective monitoring of levels of homelessness throughout the life of the strategy**
- 8 Implementing the Action Plan**
- 9 Action Plan**

1. Introduction

The development of the Homelessness Strategy follows the undertaking of a wide ranging homelessness review which looked at

- the levels and likely future levels of homelessness in the district
- the activities and services provided to prevent homelessness, help find accommodation for homeless and potentially homeless people, or provide support for them, including support to prevent them becoming homeless again
- the resources available to the authority and to Social Services, other public authorities, voluntary organisations and other agencies for providing these services

The results of the review have been published on the Council's website.

The Strategy also looks at

- the Council's overall housing priorities so that the Homelessness Strategy contributes to meeting the Council's objectives in its Housing Strategy
- priorities identified by the Government's Communities and Local Government Department so that national priorities are taken into account
- the emerging priorities of the Lancashire Local Area Agreement.

The Homelessness Strategy must include plans for

- the prevention of homelessness
- ensuring that sufficient accommodation is and will be available for people who are or may become homeless
- ensuring the satisfactory provision of support for people who are, or who may become homeless and need support to prevent them becoming homeless again

Both the Review and the Strategy consider all people who are homeless as defined in part VII of the 1996 Housing Act, not only those for whom the Council have a statutory duty.

2. Outcomes of the 2003 – 2008 Homelessness Strategy

The main achievements of the 2003 – 2008 Strategy are as follows

- Housing Advice Service in the City Council moved from Council Housing Services to Strategic Housing Services
- Location of Housing Advice moved from Lancaster to Morecambe
- Advice drop in surgeries set up around the District within external agencies
- Surgeries at prisons to assist Lancaster residents
- Joint protocol implemented for care leavers
- Ceased using B&B for families except in an emergency
- Developed dispersed housing scheme through RSLs to provide temporary accommodation, including 5 properties for those experiencing domestic violence
- Secured funding for sanctuary scheme
- Reduced the number of homeless presentations and acceptances
- Increased the number of households for whom homelessness was prevented
- Homeless prevention fund set up
- Mediation for families introduced
- Rent deposit scheme set up
- Schools programme on homelessness set up
- Opened 6 bed hostel for young homeless people
- Worked with Supporting People to secure long term revenue funding commitment to supported housing for single people and the rolling out of supported lodgings in the District
- Successful bid to CLG for Places of Change monies
- Set up multi agency monitoring (MAM)
- Set up an Integrated Support Team to prevent vulnerable hard to reach households from becoming homeless

3 Homelessness Review 2008 – Summary

3.1 Review Findings

The 2007 Housing Needs Survey update shows that:

- The need for affordable housing has risen since 2004.
- The backlog of existing households in need continues to grow.
- The number of social housing re lets has reduced substantially.
- New affordable supply has increased but numbers are still very small in comparison with the identified need.
- There is now an annual shortfall of 417 affordable units per annum.
- The area has high levels of in migrants on low incomes (an in migrant is defined as someone who has lived in the district for less than a year) and the survey data identified 253 in migrant households over the last three years who live in social rented accommodation.

The City Council's records show that the number of homelessness presentations in Lancaster District increased yearly from 2002/03 to a peak of 760 in the year 2005/06, since then there has been a decline in the number of presentations. The number of homeless acceptances peaked at 431 in 2003/04 but has been decreasing year on year since then.

The main reasons for the homelessness of accepted households are:-

- End of assured shorthold tenancy
- Parental eviction
- Relationship breakdown – violent (domestic violence)
- Friends/ relatives no longer willing to accommodate
- Relationship breakdown – other

The greatest number of accepted applications are for households with dependent children as their reason for being in priority need. Bed and breakfast for families is only being used in an emergency, for periods of less than 6 weeks.

The emphasis has moved from that of providing a service when someone has become homeless, to a housing option service aimed at preventing someone from becoming homeless. This approach has been successful in reducing the numbers presenting as homeless, but there is no robust hard data on the outcomes of housing options interviews and this needs to be addressed.

An analysis of trends in the homelessness data shows a striking link between homelessness and the district's most deprived areas. Between them, Poulton and the West End account for 41% of all homelessness presentations. This appears to show that having a pool of cheap, poor quality rented accommodation does not help solve a homelessness problem, but exacerbates it, and this links with the findings in the Housing Needs Survey update about the number of in migrant households moving rapidly into the social rented sector.

Homeless presentations and acceptances relate solely to those applying to be accepted as statutorily homeless. The Council and a range of voluntary agencies are also undertaking multi agency monitoring (MAM), which records individuals to whom the Council would not owe a statutory duty, and those who are unlikely to approach a statutory organisation. The MAM data shows:

- Between April and December 2007 a total of 534 different people visited the participating agencies.
- The two largest groups are those considered to be homeless (30%) or at risk of homelessness as a result of domestic violence (22%).
- 63 people had slept rough at least once.
- The main contributory factor cited was domestic violence; others were family breakdown, medical or health problems, drug issues, and relationship breakdown.

The Council has agreements with registered social landlords (RSLs) to provide units of dispersed temporary accommodation for those accepted as statutorily homeless, or whose cases are under review. The government has a target of asking Local Authorities to reduce the use of this type of temporary accommodation by 50% from their 2004 baseline, by 2010. Because of the relatively small numbers in temporary accommodation to begin with (the 2004 baseline was 24 households), it is not feasible for the Local Authority to reduce numbers by half by 2010, but expects to do so by 2011.

CAB figures show that over the last two years, the number of cases for rent arrears dealt with overall (including the private sector) has risen from 13 to 17, but the number of cases for mortgage arrears has nearly doubled (from 12 in 2006 to 22 in 2007). Advice services are also concerned that the Local Housing Allowance to be introduced as part of the housing benefits system will also lead to higher numbers of evictions. The review identified a shortage of appropriate applications for discretionary housing payment and this needs to be addressed.

3.2 Housing Advice Services

The team has moved to a practice of dealing with all enquires by starting with a housing options interview, which gives the opportunity to provide housing advice to all who present about their options, regardless of whether, should they be assessed under the homelessness legislation, they would or wouldn't be found to be in priority need, unintentionally homeless etc. The City Council, in line with other housing authorities, hold there is no right to make a homelessness application; staff need to be satisfied that there is reason to suppose that someone is already homeless, or likely to become so within 28 days. This normally can't be determined without a housing options interview. A different understanding of the legislation here by partner agencies may be contributing to the number of presentations which are subsequently not accepted and this is an area which needs to be addressed in the strategy. A concern has been raised in the course of a review about confusion that those presenting may feel about whether a formal application has been taken or not: better documentation is being developed

An agency questionnaire about the strengths and weaknesses of the service showed that the friendliness and professional knowledge of the staff was highly regarded and so were the drop ins provided at different venues. But getting access to staff, in particular getting phones answered was a major problem and this needs to be addressed as a matter of urgency.

Prevention work involves not only the housing advice service, but other Council services such as the Housing Standards Team and the Integrated Support Team in the Neighbourhood Task Force. The housing standards team deal with enforcement action against landlords where properties are in disrepair, anti social behaviour is

taking place, or an illegal eviction has taken place and the integrated support team provides assistance to vulnerable households particularly in the West End. Strategic housing staff also provide a service similar to a home improvement agency service primarily assisting elderly owner occupiers to remain in their homes. Few elderly people currently experience homelessness but with projected increases in numbers of elderly, enabling people to remain in their own homes rather than seeking a move will be important.

3.3 Accommodation, Support and Prevention Advice for Homeless People

There is little direct access accommodation in the district, but a number of supported housing schemes. A problem with all of this accommodation is that people sometimes stay longer than they need to because of difficulty in accessing good quality permanent accommodation.

Support and prevention advice services for homeless people in the district are provided by voluntary organisations as well as the City Council. The City Council has five homeless service level agreements with different organisations. Funding is provided to these organisations to provide advice, support and practical assistance. They are

- Lancaster YMCA
- Lancaster and District Homeless Action Service
- Morecambe Homeless Action
- Lancaster and District Womens Aid
- Signposts

In addition, other statutory agencies and voluntary agencies that are not directly funded out of housing budgets are also involved in assisting and providing support for people who are homeless or in danger of homelessness.

3.4 Consultation

A variety of different methods of consultation were used in the course of the review. The Homelessness Forum convened a homelessness strategy workshop from which the overarching themes were:

- A need for prevention to drive the strategy.
- A need for a range of options in an emergency.
- Better use of existing temporary accommodation, hostels and supported housing provision.
- An increase in move on (permanent accommodation) is needed.

A snapshot of service users was taken through questionnaires filled in by respondents. The main findings were:

- A majority of respondents found it hard to know where to go to find information when they were homeless or experiencing housing problems.
- Respondents could not find everything they needed in one place.
- The best sort of temporary accommodation was seen to be supported accommodation.

- A majority felt that there were other homelessness services needed in the district with a hostel/ direct access accommodation getting the highest number of responses.

The Homelessness in the Lancaster District Task Group, set up by the City Council's Overview and Scrutiny Committee, reported to Cabinet in 2007. Its view was that:

- Young people and single adults within the Lancaster district remain the most vulnerable group.
- Statistics show that tenants in the private rented sector are most vulnerable to loss of tenancy (for a number of reasons) and this is where young people and single adults have been historically directed.
- Work with vulnerable tenants in the west end of Morecambe has uncovered single adults and younger people in the private rented sector who have not been receiving any, or at best inadequate support from the relevant support agencies.
- The recommendations of the task group focus on the need for adequate support for vulnerable tenants, with the emphasis firmly on prevention. It is this theme of prevention that the task group see as part of the "spend to save" initiatives which cut across all aspects of budgetary considerations. Where prevention is not the outcome then funding ought to be reviewed.

3.5 Strategic Links

The following strategies all clearly link into the homelessness agenda and need to be considered as part of the Homeless Strategy development process

- Lancaster District Housing Strategy 2005/6 to 2008/9
- Lancaster District Housing Needs Survey Update 2007
- Lancaster Community Safety Strategy 2005 – 2008
- Every Child Matters
- Lancaster District Community Strategy and LSP
- Alcohol Harm Reduction Strategy
- Local Area Agreement
- Public Health Strategies
- Domestic Violence Strategy

4. Future Levels of Homelessness

The review process and consultation has highlighted the following potential areas that could lead to a future increase in homeless levels

- Increases in house prices leading to increased numbers unable to purchase homes
- Growth in new households on low incomes not being met by increased affordable housing supply – overall annual shortage of 417 units: If proposals to substantially increase the supply of affordable housing are unsuccessful, this will impact negatively on homelessness levels
- Recent substantial rise in population of 20 – 29 year olds which will translate into a large increase in single person households
- Very substantial rise in numbers of 65+ expected – if needs not adequately met, could impact on homelessness even though this group currently do not experience major homelessness problems
- Seaside areas with inexpensive rental stock attract in-migrants on low incomes or in receipt of benefit
- Mortgage arrears are a growing problem
- Evictions for anti-social behaviour need to be monitored
- Introduction of Local Housing Allowance needs to be monitored
- Position of Asylum Seekers and Refugees needs to be kept under review – Home Office don't currently have local contracts

5. Gaps in Provision

The Homelessness Review identified over 60 separate gaps/problems. For some, the hard data was clearer than for others, and some issues raised more serious problems than others. Many overlapped. The Homelessness Strategy Steering Group has considered which issues identified in the review should be priority actions for addressing in the Strategy and these are

- Accessing affordable permanent housing
- Addressing the needs of client groups, particularly those experiencing domestic violence and those who are offenders
- Developing clear procedures and understanding of the housing options approach
- Further developing data collection
- Developing more temporary and direct access accommodation

It was further noted that the place shaping agenda is important and that issues concerning older people are relevant here.

The outcomes of the Review now need to be put in the context of the Council's overall Housing Strategy, the Lancashire Local Area Agreement and the Government's national priorities.

6. Developing Strategic Priorities

6.1 Government Priorities

The CLG's Homelessness Strategy "Sustainable Communities: settled homes; changing lives" aims to

- reduce the number of statutorily homeless households living in temporary accommodation by half by 2010
- Ensure that homelessness is prevented wherever possible
- Ensure that no 16 or 17 year olds or families are placed in Bed and Breakfast accommodation, except in an emergency for no more than 6 weeks
- Help more people move away from rough sleeping

In 2007, the government launched its National Youth Homelessness Scheme. Through working with local authorities and the voluntary sector it aims to

- prevent vulnerable young people becoming homeless, through early identification and intervention
- support homeless young people and those living in temporary accommodation
- ensure their housing and wider support needs are met
- manage the transition of young people between temporary and settled accommodation to ensure continued access to the services they need
- reduce homelessness among young people

The links between homelessness and worklessness and the social exclusion that this gives rise to are well documented. The government is looking to ensure that the worklessness agenda is brought more closely in line with the housing agenda and that agencies provide a joined up approach. So those presenting with housing problems should receive assistance with employment issues as well.

The government has also made it clear that it wishes to see local authorities and RSLs giving more priority in housing allocations to those who are overcrowded and targets are likely to be set in the lifetime of this Strategy. The Housing Strategy will need to address this rather than the Homelessness Strategy but this may have an impact on accessibility to social housing.

6.2 Local Area Agreement Priorities

The next three year agreement is being finalised as this Strategy is being developed. Each LAA is expected to pick a total of 35 indicators from a national list of 200 that

agencies will work together to support. In Lancashire, the 35 include the following which are relevant to the homelessness agenda

- number of affordable homes delivered
- number of vulnerable people who are supported to maintain independent living
- people over 65 who say they receive the information, assistance and support needed to exercise choice and control to live independently

In addition, a local indicator is being agreed

- number of households living in temporary accommodation

6.3 Housing Strategy Priorities

The priorities agreed in the Council's current Housing Strategy are

- Restructure the low demand housing market in the West End and Poulton.
- Increase opportunities and improve access to affordable housing.
- Improve stock condition and meet the Decent Homes Standard.
- Meet supported housing need and prevent homelessness.

As the Review demonstrated, there are clear links between the scale of homelessness in the District and the existence of a pool of cheap poorly managed private rented accommodation in the most deprived parts of Morecambe.

7. Homelessness Strategic Priorities

7.1 So the Homelessness Review and the government and local authority priorities have informed the following strategic priorities.

- **Prevention of homelessness through timely advice, intervention and support**
- **Prevention of homelessness by developing further the range of good quality temporary and emergency accommodation available**
- **Reducing homelessness among young people, those affected by domestic violence, and offenders/ rough sleepers**
- **Reducing the use of temporary accommodation and Bed and Breakfast by the statutorily homeless¹**
- **Increasing the supply of good quality affordable housing**
- **Ensuring effective monitoring of levels of homelessness throughout the life of the strategy**

The Review has looked at which services are effective and need to be maintained. And it has identified gaps in service/provision that need to be filled – these have been used to identify the actions in the action plan. Each part of the Strategy is summarised at the end of each of the following paragraphs.

7.2 Prevention of Homelessness through Timely Advice, Intervention and Support

The emphasis on prevention by the housing advice service has resulted in a considerable reduction in the numbers presenting and being accepted as statutorily homeless. The housing options approach and the availability of services such as the rent deposit scheme, mediation, floating support, integrated support, debt work, domestic violence prevention work have all contributed towards this. The strategy needs to build on this success and to extend services provided to include action to address worklessness.

North Lancashire Teaching PCT commissions mental health and drug and alcohol services across the District which contributes to preventing homelessness. It plans to review and improve drug and alcohol services and introduce a social prescribing programme to support people with mental health needs.

The housing options service is not widely understood and actions are included that should help clarify processes. It will be important that this approach to prevention forms a clear part of any new service level agreements with voluntary sector

¹ It is important to distinguish between making available easily accessible temporary accommodation for those with housing problems, in order to prevent homelessness, which is supported by the government, and the use of temporary accommodation for those who have been accepted as statutorily homeless and are awaiting offers of permanent accommodation: the government are keen to see a major reduction in this sector.

agencies. The City Council will only form service level agreements with agencies that wish to contribute towards the further success of this approach.

A high percentage of those presenting as homeless come from the West End / Poulton areas. Long term, the City Council's Housing Strategy, with its highest priority being the regeneration of these areas, will tackle the root causes of homelessness in these areas. While the regeneration is in progress, it is crucial that those affected by regeneration receive the advice, intervention and support that they need in order to prevent them from becoming homeless. Many of those currently living in these areas have multiple problems and have in the past been hard to reach and resistant to addressing their problems. Services that proactively engage such clients, persuade them into changing their behaviour and provide support tailored specifically to their needs are crucial.

The same issues apply to those with alcohol/drug/mental health/offending issues elsewhere in the District. People with multiple problems need resettlement services that assist them to move on from dependency to an independent lifestyle that will include meaningful occupation/employment. A free food service for those with tenancies has no place in this approach because it encourages dependency. Again, service level agreements with voluntary sector agencies will need to make this explicit

Floating support services need to be accessed at the appropriate time and successful maintenance of tenancies checked so that repeat homelessness does not occur.

Improving the information available about where to go for advice, and making sure that advice services are accessible are a high priority.

In brief, the Strategy will

- Continue to give high priority to the following services
 - rent deposit scheme,
 - family mediation,
 - home visits in all cases of threatened homelessness
 - floating support,
 - debt work
 - provision of advice and support
 - prevention of homelessness for domestic violence survivors
 - educational work in schools
- Further develop the housing options approach, link with worklessness, and only form funding agreements with agencies that wish to contribute towards this
- Further develop proactive engagement with those in the West End who have multiple problems, persuade them to change their behaviour and provide tailored support
- Proactively engage with those elsewhere in the District who have alcohol/drug/mental health/offending issues to resettle and move to an independent lifestyle – a free food service for those with tenancies has no place in this approach because it encourages dependency and funding agreements will make this explicit
- Make sure advice services are accessible
- Review and improve drug and alcohol services
- Ensure floating support services are fully accessible and people are helped to maintain tenancies

7.3 Prevention of Homelessness by Developing Further the Range of Good Quality Temporary and Emergency Accommodation Available

In the course of the review and strategy development, CLG have allocated £1.5m from the Places of Change budget to the development of the Doorstep Accommodation Scheme at YMCA. Supporting People have confirmed revenue finance for staffing, and the final piece of the jigsaw is funding from the Housing Corporation, which still awaits decision. CLG have also confirmed that the bid to assist older homeless people that the City Council submitted in partnership with Recycling Lives is on a reserve list: this project will continue to be worked up.

An important part of the strategy will therefore be taking forward these developments and ensuring that other provision dovetails with them and provide the services needed locally.

The lack of a refuge for those affected by domestic violence has been identified as a priority. With the emphasis firmly on prevention, and high numbers of people experiencing domestic violence with housing problems, refuge places could lower the numbers accepted as statutorily homeless by the local authority. It would also provide a better service to those whose alternative is otherwise moving to a refuge

elsewhere in the country. The neighbouring authority, Wyre, is identifying similar issues and a joint initiative may be the best way forward.

There is little provision for offenders, given the large numbers with housing problems in the district. Stonham Housing are interested in moving from their current premises, where 6 places are provided, to developing a larger scheme. Future expansion needs to be offender focussed and geared towards successful reintegration into the community. This in turn needs to link with the rest of the provision being developed for single homeless people.

In brief, the Strategy aims to develop

- the Doorstep Accommodation Scheme in partnership with YMCA
- a refuge for those affected by domestic violence
- a larger hostel for offenders

7.4 Reduce Homelessness amongst Young People, those affected by Domestic Violence, and Offenders / Rough Sleepers

This strategic priority looks specifically at the other actions that need to be put in place, apart from bricks and mortar, to reduce homelessness amongst these groups. A number of initiatives that have been successful to date with young people need to be further developed, the supported lodgings scheme starting up in the district needs to be monitored and the development of independence skills needs to be highlighted.

It will also be important to continue with the initiatives in place since the last Strategy that have been successful – these include work in schools on homelessness issues and a holistic approach enabling access to wider support services (eg mental health, sexual health services, connexions service) through YMCA. This will be built upon by the development of the Doorstep Supported Accommodation Scheme.

For those affected by domestic violence, co-ordination of services is important and agencies working in partnership is crucial here. The recent appointment of a Domestic Violence Co-Ordinator by the City Council will assist here.

Lancaster has two prisons in the District. The Probation Service are committed to ensuring that offenders being released from prison establishments in Lancaster District are, wherever possible, re-located to their area of origin and the City council will work with the service in this.

Offenders and rough sleepers tend to overlap as a group with those who have multiple and complex problems – involving alcohol / drugs / mental health issues. Again, interagency working is a high priority. Importantly, the district now has some excellent examples from its work in the West End of how such individuals can be helped not just into accommodation, but into a change of lifestyle that ultimately leads to employment. Funding needs to be secured to allow this proactive re-settlement to continue and to take place in other parts of the district as well as the West End.

In brief, the Strategy aims to

- maintain develop successful initiatives with young people, such as work in schools
- further develop the supported lodgings scheme and set up a nightstop scheme
- promote independence skills
- co-ordinate services and developing partnership working for those affected by domestic violence
- proactively engage with offenders and rough sleepers to ensure a change of lifestyle that ultimately leads to meaningful occupation/employment

7.5 Reduce the Use of Temporary Accommodation and Bed and Breakfast

Whilst the Government's target is to reduce the use of temporary accommodation for those accepted as statutorily homeless by 50% by 2010, this presents challenges in Lancaster District because the authority had been very successful by 2004 (when the baseline is set) in keeping the numbers low. The authority plans to reach the target by 2011, but to have achieved a 25% reduction by 2009. Actions are already underway and need to be reinforced by the action plan.

Likewise actions are needed to ensure that the current achievement of not using bed and breakfast for families for more than six weeks is maintained, and ensuring that the same target is achieved for 16 and 17 year olds by 2010.

The Strategy aims to

- achieve a 25% reduction by 2009
- achieve a 50% reduction by 2011
- maintain the current achievement of not using B&B for families for more than six weeks
- achieve the same target for 16 and 17 year olds by 2010

7.6 Increase the Supply of Good Quality Affordable Housing

As with the first priority about prevention of homelessness, this priority fits very clearly with the other aspects of the City Council's Housing Strategy. Actions that aren't specific to the Homelessness Agenda are already being undertaken by the City Council to increase the percentage of affordable housing secured through s106 Agreements where private developments are undertaken.

It is clear that in the immediate future, the supply of social rented housing will continue to be much lower than the demand for it. So the action plan looks not only at how to access existing social rented housing, but also how to increase access to the private rented sector.

The Strategy aims to

- Increase the percentage of affordable housing secured through S 106 agreements
- Increase access to the private rented sector

7.7 Ensure effective monitoring of levels of homelessness throughout the life of the strategy

The Review identified trends that may affect future levels of homelessness and these need to be monitored on a regular basis so that the strategy can be adjusted as necessary in the course of its five years.

Of particular concern is the current credit squeeze, which may make it difficult for first time buyers to obtain mortgages. If interest rates rise, or employment levels fall, existing home owners may find themselves unable to keep up mortgage payments and be unable to move to cheaper properties because a drop in house prices could leave them in negative equity. Assistance from CABs may be crucial here and ensuring people get excellent advice at an early stage will be essential.

The Strategy aims to

- Monitor trends regularly so that the strategy can be adjusted as necessary
- Ensure those in mortgage difficulties get excellent advice at an early stage

8. Implementing the Action Plan

A single person has been given responsibility for leading on each of the actions in the plan. Most will require close working with partners. The Homelessness Forum will establish sub-groups to look at each of the 6 different areas.

The Homelessness Strategy Steering Group will meet bi annually to consider

- progress against the action plan
- reports on future trends in homelessness

It will ensure that the Strategy is regularly reviewed to take account of changing trends and that the action plan is updated every two years.

The Local Strategic Partnership is currently under review. A new structure should be in place shortly. It is proposed that the Homelessness Strategy Steering Group form a sub group of the relevant building block in order to embed it in partnership working.

1 Prevention of Homelessness Through Timely Advice, Intervention and Support

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
1	Increase the number of households for whom intervention helped prevent homelessness.	11.5 per 1000 households in 2010/11.	7.07 per 1000 households in 2007/8.	Apr-08	Principal Homelessness Officer	Existing resources	SLA Partners	2008/9 - 8.5 2009/10 - 10
2	Maintain the current record of no repeat homelessness over the life-span of the Strategy.	0% in 2010/11	0% in 2007/8	Apr-08	Principal Homelessness Officer	Existing resources	SLA Partners, Supporting People, Social Services	2008/9 - 0% 2009/10 - 0%
3	Clearly document the housing options process to clients and introduce a review process.	Documentation produced by September 2008. Review process in place by September 2008.	Not all housing options process is fully documented. No review process in place.	Apr-08	Principal Homelessness Officer	Existing resources	Legal Services Voluntary Sector Homeless Forum	
3a	Provide training for relevant agencies on the housing options process	Provide four training sessions by April 2009	N/A	Sep-08	Principal Homelessness Officer	Existing resources	Homeless Forum	2 training sessions provided by January 2009

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
3b	Review housing options data collection to ensure that it is robust, analyse and review annually.	Report on housing options data outcomes produced annually from April 2009.	No analysis of outcomes of housing options.	Apr-09	Principal Homelessness Officer	Existing resources	SLA Partners	Report produced April 2009, April 2010, April 2011
3c	Publicise "drop-in" sessions run by housing advice service more widely and set up sessions within Probation offices and mental health facilities.	List existing drop in sessions on website by July 2008. Produce posters for all agencies to use by September 2008.	N/A	Apr-08	Principal Homelessness Officer	Existing resources	National Probation Service Homeless Forum Lancashire Care Trust	
3d	Enhance housing options service to include specific information to tackle worklessness	Worklessness issues to be included in housing options approach by April 2009.	No information currently provided to tackle worklessness.	Apr-08	Principal Homelessness Officer	Existing Resources	Job Centre Connexions	
4	Improve access to Housing Advice Service staff with faster appointment times and efficient phone answering	Faster appointment times by April 2009. Phone answered within 5 rings by April 2009.	Baseline to be set Sep 08	Apr-08	Principal Homelessness Officer	Higher staffing levels required - proposal currently under consideration.	N/A	

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
4a	Repeat survey of advice agencies.	Improved performance on 2007 by 2009	Survey undertaken 2007	Apr-09	Principal Homelessness Officer	Higher staffing levels required - proposal currently under consideration.	SLA partners	
5	Devise revised criteria for partner agencies working with the Council to address the prevention agenda and tender for contracts, with consideration given to National Compact guidelines.	Advertise prevention contracts by September 2008. Make decisions on partners by December 2008. Have new contracts in place by March 2009.	Existing SLA contracts	Jul-08	Housing Policy Officer	Existing SLA budget	N/A	Notice given on current contracts by September 2008
6	Accessibility of services to BME communities needs to be reviewed, following investigation of needs (see priority 6)	Ensure the Housing Options Service is accessible to minority communities by December 2009. Raise the percentage of BME customers using Housing Options service between December 2008 and December 2009.	Baseline to be determined Dec 2008.	Jul-08	Housing Policy Officer	Existing resources	CRE	Targeted leaflet and poster campaign by March 2009.

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
7	Monitor joint working about social tenants subject to possession proceedings	Decrease evictions by 25% by 2010	40 evictions in 2006/7	Apr-08	Housing Policy Officer	Existing Resources	RSLs Council Housing CABx	2009 - 35 evictions
8	Develop a social prescribing programme and reduce homelessness through mental ill-health.	Establish a programme by 2010	No current provision	Apr-08	Senior Public Health improvement specialist (Public Mental Health)	PCT funding	Lancashire Care Community and voluntary organisations	
9	Ensure that floating support continues to be widely used to prevent homelessness	Ensure that Lancaster's allocation of floating support hours are fully utilised.	120%	Apr-08	Housing Policy Officer	Existing resources	Disc Supporting People	Quarterly Disc Steering Group Meetings
10	Present the case to Supporting People for further resources for both floating support and resettlement work	Ongoing meetings throughout 2008/9	120% of Lancaster allocation being used	Apr-08	Housing Policy Officer	Existing resources	Supporting People, Disc, City Council Integrated Support Scheme	

2 Prevention of Homelessness by Developing Further the Range of Good Quality Temporary and Emergency Accommodation Available

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
1	Plan and deliver the accommodation for single people at New Road	Accommodation and other facilities to be operational by April 2010	N/A	Apr-08	Housing Policy Officer. YMCA General Secretary	Places of Change and Supporting People money allocated. Housing Corporation Finance bid for.	YMCA, ADACTUS, Supporting People, City Council, CLG, Housing Corporation	
2	Work up detailed proposals for Recycling Lives project	Project plan in place by April 2009	No plan in place	Jul-08	Housing Policy Officer Recycling Lives Development Officer	Existing Resources	Recycling Lives	
2	Review and restructure existing homelessness services to dovetail with this new provision	Restructure plan in place by April 2009. Restructuring complete by April 2010.			Housing Policy Officer			

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
3	Develop refuge provision for those affected by domestic violence.	Refuge in place by 2011/12.	N/A	Apr-08	Housing Policy Officer	Existing resources. Bids to Supporting People, Housing Corporation.	LDWA, Supporting People, Housing Corporation, relevant RSL	
4	Produce a plan to ensure that provision dovetails with existing provision	Plan in place April 2010. Any changes / reductions needed to other DV provision in place by April 2011.	5 dispersed DV units of temporary accommodation	Apr-09	Housing Policy Officer	Existing resources	LDWA, Domestic Violence Co-ordinator	
5	Develop new larger hostel to replace 6-bed offender unit.	Bid to Housing Corporation by April 2009. Scheme in place by 2011/12.	6 units in offender accommodation	Apr-08	Housing Policy Officer	Existing resources. Bid to Housing Corporation.	Stonham Housing, Housing Corporation, Probation Service.	
6	Review access to permanent housing from Supported Accommodation, including mental health provision, and develop protocol for move on	Review to be completed by December 2008. Protocol in place by April 2009.	N/A	Jul-08	Housing Policy Officer	Existing resources	RSLs, Council Housing, Private Sector Landlords	Draft Protocol in place February 2009.

3 Reducing Homelessness Among Young People, Those Affected by Domestic Violence, and Offenders/Rough Sleepers

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
1	Monitor development of supported lodgings in the district and make the case for expansion.	10 supported lodgings places in District by 2010	1 supported lodgings place in the district	Apr-08	Housing Policy Officer	Existing resources. Potential bid to Supporting People.	Supporting People, Barnardos Preston Nightstop	5 supported lodgings places by 2009
2	Explore development opportunities of a nightstop scheme to create emergency accommodation for young people	Implement a nightstop scheme by April 2010.	No night stop in the district	Apr-08	Housing Policy Officer	Existing resources. Possible Supporting People bid.	Social Services. Supporting People. City Council.	
3	Set up and monitor a sanctuary scheme for those affected by domestic violence	Sanctuary scheme set up by December 2008	N/A	Apr-08	Principal Homelessness Officer	Budget of £10,000 secured	Strategic Housing. LDWA. Council Housing. RSLs.	Pilot in place by September 2008
4	Review and revise protocol with Lancaster Castle and Lancaster Farms about offenders who are not from Lancaster district	Revised protocol in place by April 09	Existing protocol	Jul-08	Housing Policy Officer	Existing resources	National Probation Service. Lancaster Castle Lancaster Farms DISC Prison Housing Advisors	

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
5	Promote accredited independent living qualification in supported housing schemes and tie this to protocol with Council and RSL Landlords for move on accommodation.	All offers of move-on accommodation to be dependent on securing qualifications by April 2010	Two supported schemes providing independent living qualifications	Jul-08	Housing Policy Officer	Existing resources	RSLs. Council Housing. Supported Housing providers.	

4 Reducing the Use of Temporary Accommodation and Bed and Breakfast by the Statutorily Homeless

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
1	Reduce the number of temporary accommodation units for those being assessed as / accepted as statutorily homeless	12 units by 2011	24 units at December 2004. 28 units March 2007.	Apr-07	Principal Homelessness Officer	Higher staffing levels required - proposal currently under consideration	Adactus	21 units by 2009. 17 units by 2010. 12 unit by 2011.
2	Develop placement nomination agreement with Foyer, Portland Street	Agreement in place by April 2009	No agreement	Apr-08	Principal Homelessness Officer	Existing resources	SAHA YMCA.	

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
3	Create assured short hold tenancy scheme to discharge legal duty	Scheme in place by April 2010	No AST scheme in place	Apr-08	Principal Homelessness Officer	Existing resources	Private Landlords. RSLs. Strategic Housing.	Action plan by September 2008. Partners identified by December 2008. Pilot in place by September 2009.
4	Develop refuge provision (see action point 2.3)							
5	Develop provision for single people at New Road (see action point 2.1)							
6	Develop nightstop provision and more supported lodgings so that young people are not placed in B & B (see action points 3.1 and 3.2)							

5 Increase the Supply of Good Quality Affordable Housing

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
1	Increase the number of affordable homes in the district (gross)	189 additional units by 2011	N/A	Apr-08	Homeless Policy Officer	Existing resources	LSP. LAA. Planning. RSLs. Private developers.	2009 - 63 homes 2010 - 63 2011 - 63
2	Review access from supported accommodation to move-on RSL and Council properties (see also 3.5)	Review completed April 2009	No clear data	Apr-08	Housing Policy Officer	Existing resources	Council Housing. RSLs. Supported Housing providers. Lancashire Care Trust.	
3	Develop protocols for provision of move-on accommodation, using Homeless Link's Move-on Pathways Protocol (see also 3.5)	Protocol in place September 2009.	No protocols in place	Apr-09	Housing Policy Officer	Existing resources	RSLs. Council Housing. Supported Housing providers. Lancashire Care Trust.	
4	Develop agreements with private landlords to provide good quality properties for move-on (see also action 3.5)	Agreements in place March 2009	No agreements in place	Apr-08	Principal Homelessness Officer	Existing resources	Private Landlords. DISC. Lancashire Care Trust.	

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
5	Ensure full take up of Discretionary Housing Payment budget	Full take up of budget each financial year from 2009	81% in 2007/8	Apr-08	Principal Homelessness Officer	Existing resources	Housing Benefits Homelessness Forum	
6	Review the potential to redesignate one or more Council sheltered schemes as single persons accommodation	Review complete by April 2009	No full review undertaken	Apr-08	Housing Policy Officer	Existing resources	Council Housing Adult Social Care	

6 Ensure Effective Monitoring of Levels of Homelessness Throughout the Life of This Strategy

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
1	Identify relevant data for measuring future trends in homelessness for the issues identified in the Homelessness Strategy	Relevant data identified by September 2008	Relevant data not identified	Apr-08	Housing Policy Officer	Existing resources	CAB. RSLs. Planning.	

	Action	Target and Target Date	Baseline	Start Date	Lead Responsibility	Resource Implications	Key Partners	Milestones
2	Establish baselines and measure change for each identified issue	To be determined after setablishment of baselines	Established and monitoring in place by April 2009	Sep-08	Housing Policy Officer	Existing resources	As above	
3	Review issues concerning elderly people with alcohol abuse issues and establish if this impacts on homelessness	Review complete by April 2009	No review undertaken	Apr-08	Housing Policy Officer	Existing resources	Social Services. Adult Social Care. NHS PCT. RSLs. Council Housing.	