

Aims & Objectives of Wigan Homelessness Strategy 2014 – 2018

Strategic Theme: Target prevention, earlier intervention and support services to those most at risk of homelessness

Strategic Theme: Strengthen partnerships and communications and Improve pathways into accommodation



Strategic Theme: Work towards the end of rough sleeping

Strategic Theme: Prevent the use of bed and breakfast/ increase in the use of temporary accommodation

Strategic Theme: Continuous improvement in homelessness and housing options service, and housing related support services

Priorities

Year 1 – High priority

Year 2 – Medium priority

Year 3 – Low priority

Homelessness Strategy Multi Agency Action Plan : 2014 - 2018 updated June 2014

Strategic Theme: Target prevention, earlier intervention and support services to those most at risk of homelessness

What do we need to do?	Tasks/steps	Who will do it?	By when?	Target / Outcome	Impact on Resources
Identify households most likely to be affected by root causes of homelessness and offer support before a crisis.	<ul style="list-style-type: none"> Increased numbers receive advice and support at the earliest possible stage to prevent them from reaching a housing crisis. 	All agencies	Year 1 through to Year 5	No of presentations per 1000 - 18	Within existing resources
	<ul style="list-style-type: none"> More interventions focused on rent arrears and eviction 	WALH / Registered Providers	Completed	No of evictions reduced	Within existing resources
	<ul style="list-style-type: none"> Implement new arrears action protocol 	WALH	Completed	No of evictions reduced No of terminations reduced	Within existing resources

<ul style="list-style-type: none"> DV Housing Advice Worker provides advice and assistance on housing related issues to victims of domestic abuse. Explore potential to improve services for those wishing to remain in current accommodation. 	HOAC / DV Housing Advisor	Year 1	No of DV preventions increases	£25k – bed and breakfast spend to save
<ul style="list-style-type: none"> Develop exit strategy for Housing Advice worker service to continue 	HOAC / Housing Services / ISAPP	Year 2	Alternative funding secured	Within existing resources
<ul style="list-style-type: none"> Explore potential to maintain current accommodation for victims of DV through legal action against perpetrators 	DV Housing Advisor	Year 1	No of DV preventions increases	Within existing resources
<ul style="list-style-type: none"> Review DV referrals process including out of hours referrals and out of borough referrals 	HOAC / ISAPP / DV Housing Advisor / Your Housing / HSAP / Barnardos / Peoples Directorate	Year 1	Revised referrals procedure Reduction in out of borough referrals	Within existing resources
<ul style="list-style-type: none"> Secure additional refuge provision 	Peoples Directorate	Dec 2014	Refuge in use Reduction in out of borough referrals	Within existing resources
<ul style="list-style-type: none"> Undertake an engagement programme with LGTB young people to identify their housing issues and how best to support them 	YPAG / Housing Services	Year 2	LGTB young people housing issues identified	Within existing resources
<ul style="list-style-type: none"> Monitor and evaluate the causes of BME homelessness (including refugee and migrants) 	HOAC	Year 1	Action plan developed to tackle root causes	Within existing resources
<ul style="list-style-type: none"> Explore housing options to assist BME single people 	Housing Services / SWAP	Year 1	Housing pathway developed	£10k homeless prevention fund £10k former public health
<ul style="list-style-type: none"> Develop exit strategy for the service to continue 	SWAP / Housing Services / Peoples Directorate	Year 1	Alternative funding sourced	Within existing resources
<ul style="list-style-type: none"> Early contact with drug and alcohol treatment agencies and enhance links with criminal justice to identify and help those at risk of homelessness 	HOAC / YOT / Peoples Directorate / Supported Housing Providers / Homelessness Multiple Needs Coordinator	Year 1	No homeless preventions	Within existing resources

Help people to remain in their existing accommodation	<p>Utilise the tools available to make best use of:</p> <ul style="list-style-type: none"> • Repossessions prevention fund • Negotiate with lenders • Mediate with friends and family to remain in current accommodation <p>• DHP</p> <p>• Floating support services</p> <p>Develop exit strategy to replace mortgage rescue prevention scheme</p>	HOAC Housing Services / HOAC HOAC/Children's Services / Peoples Directorate Housing Benefit/HOAC HSAP / Peoples Directorate / Agencies Housing Services / WALH	Year 1 through to Year 5	No of repossessions reduced No of homeless acceptances reduced DHP targeted No of preventions increased	Within existing resources £660k
	<ul style="list-style-type: none"> • Identify options to continue work with Unify Credit Union to provide affordable line of credit to support people during resettlement as part of Local Welfare Support Scheme 	Programme Office/Customer Services	Year 1	No of homeless preventions	Options being drawn up
Improve/develop clear housing pathways for each client group	<ul style="list-style-type: none"> • Review and re launch young persons protocol 	YPAG / Housing services / HOAC / Children's Services	Year 1	Young persons protocol developed	Within existing resources
	<ul style="list-style-type: none"> • Re launch hospital discharge policy and improve recording of statistics within hospitals 	Housing Services / Hospital to House Caseworker / HOAC / Peoples Directorate / NHS	Completed	No of NFA hospital discharges reduced	Within existing resources
	<ul style="list-style-type: none"> • Appoint hospital to house case worker appointed 	The Brick	Completed	Hospital to home case worker in place	£11k bed and breakfast funding spend to save Match funding - NHS
	<ul style="list-style-type: none"> • Train hospital admittance staff on hospital discharge policy 	Hospital to House Caseworker	Completed	Hospital discharge policy embedded Pathway developed	Within existing resources
	<ul style="list-style-type: none"> • Suitable accommodation and support provided for specific groups 	Housing Services / Peoples Directorate	Year 1 through to Year 5	New accommodation pathways developed	Within existing resources

	<ul style="list-style-type: none"> • Monitor and evaluate outcomes of hospital to house caseworker, develop exit strategy 	Housing services / The Brick / Peoples Directorate	Dec 14	Project sustained	Within existing resources
	<ul style="list-style-type: none"> • Review housing, health and social care pathways for older people to ensure better access to services for older clients with complex needs. 	Housing Services/ WALH / People's Directorate / Health / Age UK	Year 1 Year 2	Older peoples pathways reviewed	Within existing resources
Barriers to accommodation for those released from prison are removed	<ul style="list-style-type: none"> • Review referral process from Walton prison to OARS service / HOAC and implement recommendations • Ensure benefits and links to community are in place on discharge • Collate data on numbers of NFA prison releases and monitor quarterly • Introduce procedure for utilising NSNO bed space for emergency releases • Learn from other good practices and explore alternative options for emergency access accommodation, assess potential for implementing in Wigan • Assess impact of allocations exclusion policy on those released from prison 	HOAC / Riverside / Probation / Peoples Directorate / Shelter / Walton Prison	Completed Link Probation Officer based at Walton Completed	Improved accommodation pathways for offenders Increase in homeless preventions Reduction in re-offending	Within existing resources
Target households with financial problems to advice, skills and employment services to prevent homeless crisis	<ul style="list-style-type: none"> • Target financial literacy support to those with debt problems 	CAB / Age UK	Year 1 through to Year 5	No targeted	Within existing resources
	<ul style="list-style-type: none"> • Target households with rent and debt problems and provide advice, training and support on managing money and debt, budgeting and financial inclusion 	CAB / Age UK / WALH – Financial Service Officers (FSO)	Year 1 through to Year 5	No homeless preventions	Within existing resources
	<ul style="list-style-type: none"> • Provide advice and support to people juggling intermittent work and changes of circumstances with benefit claims 	CAB / Age UK / FSO	Year 1 through to Year 5	No homeless preventions	Within existing resources
	<ul style="list-style-type: none"> • Increase the number of referrals to training, employment and education providers and floating support services 	All agencies	Year 1 through to Year 5	No referrals	Within existing resources
	<ul style="list-style-type: none"> • Include homeless, and those at risk of homelessness, as priority cohort within 	Skills Hub	Year 1 through to	Improved work and skills outcomes for homeless	Within existing resources

	Integrated Employment & Skills Pathway – monitor outcomes and build effective support mechanisms to enable easy access to appropriate work and skills opportunities.		Year 5		
	<ul style="list-style-type: none"> Build links to homeless support services into the Integrated Employment & Skills Pathway to improve access to work and learning opportunities, improve financial wellbeing, and reduce cycle of homelessness 	Skills Hub	Year 1 through to Year 5	Improved work and skills outcomes for homeless	Within existing resources
Develop educational work with young people about housing options, the skills needed to maintain independent living and the reality of homelessness.	<ul style="list-style-type: none"> Make an educational DVD and training pack about youth homelessness and housing options 	Hidden Voices Project	Year 1	DVD produced	£5k homeless prevention fund Match funding from Arts Council
	<ul style="list-style-type: none"> Deliver training at schools 	Hidden Voices Project Pilot – Fred Longworth High School	Year 3	No of training sessions delivered	Within existing resources
Target limited funds to projects that meet strategic objectives	<ul style="list-style-type: none"> Assess the outcomes of funded projects and analyse the impact on homelessness prevention. 	Housing Services and agencies receiving funding	Quarterly and annual reviews	No of preventions	Within existing resources
	<ul style="list-style-type: none"> Projects funded by Housing services deliver strategic objective outcomes and are approved by Homelessness Steering Group and include exit strategies 	Homelessness steering group	Quarterly and annual reviews	No of projects secure funding No of projects sustained	Within existing resources
	<ul style="list-style-type: none"> Each project's performance is measured against performance targets / outcomes 	Housing services, Peoples Directorate (MDQA Team) and agencies receiving funding	Quarterly and annual reviews	Targets / outcomes Achieved and services are meeting strategic objectives	Within existing resources
	<ul style="list-style-type: none"> Explore external funding opportunities for additional housing provision 	Housing Services	Quarterly and annual reviews	No of additional affordable housing	Within existing resources
	<ul style="list-style-type: none"> Contribute to the decision making process re future of housing related support contracts 	Housing services, Peoples Directorate	Annually	Services in place meet strategic objectives	Within existing resources

Strategic Theme: Strengthen partnerships and communications and improve pathways into accommodation

Work closely with health service colleagues to identify those at risk, making every contact count to reduce health inequalities and prevent homelessness	<ul style="list-style-type: none"> Key staff are represented at Homelessness Forum/steering group, etc 	Public Health, NHS, Peoples Directorate	Year 1 through to Year 5	Attendance at key meetings	Within existing resources
	<ul style="list-style-type: none"> Improve links with health and wellbeing board 	Housing Services	Completed	Examples of joint initiatives	Within existing resources
	<ul style="list-style-type: none"> Develop an integrated response across health, housing and social care 	Public Health / Housing Services / Peoples Directorate	Year 1	Joint funding initiatives	Within existing resources
	<ul style="list-style-type: none"> Work with colleagues across Greater Manchester to develop approach to Public Service Reform that will design services around customers 	GM Working Group	Year 1	Examples of personalised approach to complex cases	Options being drawn up
	<ul style="list-style-type: none"> Map out existing services, to avoid duplication, work with communities and partners and make best use of volunteers 	Resources Directorate / Homeless Forum Agencies	Year 1 through to Year 5	Examples of new partnership working initiatives	Within existing resources
Seek opportunities to pool resources, share good practice, co – locate avoid duplication to make the best use of resources; ensuring services are delivered in the most efficient and effective way and provides value for money	<ul style="list-style-type: none"> Seek opportunities to pool resources, share good practice, co-locate and avoid duplication to make the best use of our resources 	Homelessness Forum agencies	Year 1 through to Year 5	Savings achieved Examples of shared practices	Within existing resources
	<ul style="list-style-type: none"> New partnership between CAB and Age UK to deliver advice services 	CAB/Age UK	Completed	Partnership in operation	Lottery funding
	<ul style="list-style-type: none"> Triage advice service in place 	CAB/Age UK	Year 2	Triage advice service in place	Within existing resources
	<ul style="list-style-type: none"> “Problem noticers” are trained 	CAB/Age UK	Year 2	No of trained ‘problem noticers’	Within existing resources
	<ul style="list-style-type: none"> Partnership website developed to improve accessibility/availability of self help resources 	CAB/Age UK	Year 2	Self help website developed	Within existing resources
	<ul style="list-style-type: none"> Shared training and development programme 	CAB/Age UK	Year 1	No shared training programmes	Within existing resources

	<ul style="list-style-type: none"> Web cam/skype network developed for outreach work 	CAB/Age UK	Year 2	Web cam skype network operating	Within existing resources
	<ul style="list-style-type: none"> Re – tendering / commissioning of housing related support services 	Peoples Directorate	Year 1	Housing related support services commissioned	Within existing resources
Minimise the consequences of welfare reform	<ul style="list-style-type: none"> Stakeholders kept informed of services available, understand criteria and are able to signpost clients on how to access the services 	Resources Directorate	Year 1 through to year 5	Training delivered Policy / procedure developed	Within existing resources
a) Local welfare support scheme	<ul style="list-style-type: none"> Consult and gather feedback from agencies on effects of local welfare support scheme. 	Resources Directorate	Annual review	Consultation carried out	Within existing resources
	<ul style="list-style-type: none"> Develop options for senior management to consider around sustainability of Local Welfare Support Scheme beyond April 2015 when specific funding ends 	Programme Office/ Customer Services	Year 1	Local Welfare Support scheme is sustained	Options being drawn up
	<ul style="list-style-type: none"> Carry out impact assessment of local welfare support scheme to ensure delivering agreed outcomes 	Resources Directorate	Annually	Impact assessment produced	Within existing resources
	<ul style="list-style-type: none"> Implement changes 	Resources Directorate	Annually	Action plan developed	Within existing resources
	<ul style="list-style-type: none"> Carry out an analysis of DHP awards by landlord/property type/reason for award 	Housing Benefit	Every 6 months	DHP targeted	Within existing resources
	<ul style="list-style-type: none"> Consult stakeholders on targeted approach to DHP 	Housing Benefit	Sept 14	No of consultation events Examples of suggestions	Within existing resources
	<ul style="list-style-type: none"> Targeted approach to DHP, DHP awards to include exit plans 	Housing Benefit and partners	Sept 14	Number of homeless preventions	£660k
b) Universal credit	<ul style="list-style-type: none"> Frontline staff are fully briefed/trained on Universal Credit and are aware of when groups start to migrate over to UC, and can refer customers to sources of support and advice; 	Resources/ Customer Transformation Homelessness Forum Agencies	Year 1 and continuous	Training delivered	Within existing resources
	<ul style="list-style-type: none"> Staff understand conditionality, sanctions and the process for alternative payments and advance payments 	Resources/ Customer Transformation Homelessness Forum Agencies	Year 1 and continuous	Training delivered	Within existing resources

	<ul style="list-style-type: none"> Frontline staff have an understanding of how the Work Programme operates and any requirements for claimants to access the schemes 	Resources/Customer Transformation Homelessness Forum Agencies	Year 1 and continuous	No of referrals	Within existing resources
	<ul style="list-style-type: none"> Produce clear information to all stakeholders on the direct payments and alternative payment exception arrangements to ensure they can access these options 	Resources/Customer Transformation	Year 1 and continuous	Information leaflets produced	Within existing resources
	<ul style="list-style-type: none"> Support excluded groups to access online advice and support 	Homelessness Forum Agencies	Year 1 and continuous	Increase in access online by targeted groups	Within existing resources
	<ul style="list-style-type: none"> All agencies including private landlords understand how households can access basic bank accounts or credit unions 	Resources/Customer Transformation Homelessness Forum Agencies	Year 1 and continuous	Increase in credit union bank account	Within existing resources
	<ul style="list-style-type: none"> All agencies including private landlords are aware of the Integrated Employment & Skills Pathway, and how households can access support to improve their skills and enter work/reduce benefit dependency 	Customer Transformation / Skills Hub	Year 1 through to Year 5	Improved work outcomes and reduced demand on welfare benefits	Within existing resources
c) Housing Options	<ul style="list-style-type: none"> Consider the development of a “matching service” for lodgers 	Housing Services / HOAC	Year 2	Lodger matching service developed	Within existing resources
	<ul style="list-style-type: none"> Re launch shared accommodation service 	Wigan Housing Solutions / The Brick	Year 1	No of sharers accommodated	Within existing resources
	<ul style="list-style-type: none"> Promote mutual exchanges/home swap direct, transfers, private rented sector 	Property Shops/HOAC / Registered Providers	Year 1 through to Year 5	No of m/e / down sizers	Within existing resources
	<ul style="list-style-type: none"> Carry out affordability checks on applicants/cases under occupying 	Registered Providers	Year 1 through to Year 5	No of tenancies sustained	Within existing resources
	<ul style="list-style-type: none"> Monitor, collate data/feedback on the impact of social housing size criteria. 	Housing Services / Registered Providers	Quarterly	Impact assessment produced	Within existing resources
	<ul style="list-style-type: none"> Improve links between HB and private landlords 	Housing Benefit	Year 1 and continuous	No of new partnerships	Within existing resources

	<ul style="list-style-type: none"> Monitor the impact of welfare reform on demand for different types of accommodation and work with providers to meet identified needs through new provision. 	Housing Services/ WALH/ Registered Providers	Annually through strategic review	No of schemes developed	Within existing resources
	<ul style="list-style-type: none"> Provide regular updates to landlords on universal credit via e bulletins/newsletters 	Housing Services	Fortnightly	No of bulletins / advice provided	Within existing resources
d) Exempt accommodation	<ul style="list-style-type: none"> Develop contingency plans for those properties that do not qualify as exempt 	Housing Services / Peoples Directorate / HB	Completed	Contingency plan in place	Within existing resources
e) Under Occupation Penalty	<ul style="list-style-type: none"> Implement arrears action protocol 	WALH	Year 1 through to Year 5	No evictions reduced No of terminations reduced	Within existing resources
	<ul style="list-style-type: none"> Provide Home Finder service to those affected by under occupation penalty 	WALH	Year 1 through to Year 5	No eviction reduced Increase in homeless preventions 33% of relets to downsize	Within existing resources
	<ul style="list-style-type: none"> Incentivise mutual exchanges to those downsizing 	WALH	Year 1 through to Year 5	No evictions reduced No of terminations reduced	Within existing resources
Make better use of the private rented sector	<ul style="list-style-type: none"> Liaise with Children and Families and Adults services to identify procurement needs annually for each service 	Housing Services Market Development (Peoples) / WALHChildren's Services	Annually	Procurement needs identified	Within existing resources
	<ul style="list-style-type: none"> Improve current links with private landlords 	Provider/Support agencies	Annually	Examples of new partnerships	Within existing resources
	<ul style="list-style-type: none"> Promote the emarket place with private landlords 	Housing Servcies Peoples Directorate	Year 2	Examples of new partnerships	Within existing resources
	<ul style="list-style-type: none"> Homelessness prevented via access to private rented sector via incentive and non incentive schemes 	Wigan Housing Solutions / HOAC / The Brick / Stepping Stone / Catch 22	Annually	200 + re housed with incentives 50 without incentives	Within existing resources

	<ul style="list-style-type: none"> Relaunch shared accommodation service and make better use of HMO accommodation 	Wigan Housing Solutions	Year 1	40 singles under 35 re housed	£10k homeless prevention fund £10k match funding crisis
	<ul style="list-style-type: none"> Develop exit strategy to continue shared accommodation service 	Wigan Housing Solutions / Housing Services	Year 2	Service self funded	Within existing resources
	<ul style="list-style-type: none"> Consider opportunities to remodel services and/or offer move on accommodation utilising opportunities offered via the private rented sector 	Housing Services Peoples Directorate	Annually	Remodelled services	Within existing resources
	<ul style="list-style-type: none"> Promote homelessness provider's work via the landlord forums and communication channels 	Housing Services/Provider /Support agencies	Bi annually	No attended / published	Within existing resources
	<ul style="list-style-type: none"> Explore using PRS for those clients who have made positive steps with addictions/asb issues 	Housing Services / Peoples Directorate	Year 2	No of cases re housed in prs	Within existing resources
	<ul style="list-style-type: none"> Develop a package of measures to encourage and support private landlords to accept more vulnerable tenants 	Housing services / peoples Directorate / The Brick / WHS	Year 2	Incentives developed	Within existing resources
	<ul style="list-style-type: none"> Introduce mechanism / referral process – good tenant scheme (support agencies recommend tenants into prs) 	Housing Services / WHS / The Brick	Year 2	No of referrals to PRS	Within existing resources
	<ul style="list-style-type: none"> Target empty properties brought back into use through empty home loans to vulnerable households 	Housing Services / Private Sector Housing/ WHS	Mar 2015	35 empty homes leased	Within existing resources
Develop and deliver Communications Plan with more targeted information about homelessness and housing options	<ul style="list-style-type: none"> Annual review of housing communications plan to identify gaps and actions arising from trends and changes and wider public awareness of homelessness, supply and demand for social housing Review new ways of engagement / communication Produce new / updated information as detailed in Annual Plan 	Housing Services / WALH	Annually	New communication channels / examples of campaigns	Within existing resources

Strategic Theme: Work towards the end of rough sleeping

Strengthen partnerships and co-ordinate services to clients with multiple needs and exclusions	<ul style="list-style-type: none"> Homelessness multiple needs co-ordinator appointed 	Housing Services	Completed	Appointed December	£37k homeless prevention fund
	<ul style="list-style-type: none"> New Directions Team Assessment tool utilised to identify 10-15 excluded clients with complex needs 	Housing Services / Agencies	Completed	10 – 15 clients assisted	Within existing resources
	<ul style="list-style-type: none"> Develop personalised responses to individual rough sleepers incorporating peer support from people with experience of not just homelessness but also drug and alcohol use, mental health and offending 	Homelessness Multiple Needs Coordinator / The Brick / Riverside / Stepping Stone / WALH	During pilot	Personalised budget utilised	£10k homeless prevention fund
	<ul style="list-style-type: none"> Principles of making every adult matter are embedded and establish support at appropriate level within key organisations and services 	Homelessness Multiple Needs Coordinator / Homelessness Agencies / Health / Criminal Justice	During pilot	Examples of successes Numbers of rough sleepers reduce by 5	Within existing resources
	<ul style="list-style-type: none"> Identify and address barriers to clients excluded from services. Identified clients are assisted to “re-enter” mainstream society and services 	Homelessness Multiple Needs Coordinator / Housing Services / Homelessness Agencies	During pilot	Number of barriers addressed	Within existing resources
	<ul style="list-style-type: none"> Monitor and evaluate new allocations policy with regard to exclusions from the register 	WALH / Homelessness Multiple Needs Coordinator / Housing Services	Year 1	Recommendations implemented	Within existing resources
	<ul style="list-style-type: none"> Assess outcomes of housing related support services and measure impact on clients wellbeing and engagement with services 	Homelessness Multiple Needs Coordinator / Housing Services / Homelessness Agencies / Peoples Directorate	Year 1	Examples of improvement in wellbeing	Within existing resources
Carry out a review of services for rough sleeping	<ul style="list-style-type: none"> Assess demand for services Carry out rough sleepers estimate 	HOAC / Housing Services / Peoples	Year 1	Review of rough sleepers services completed	Within existing resources

		Directorate/ The Brick			
	<ul style="list-style-type: none"> • Deliver training to relevant agencies on principles / aims and objectives of NSNO 	The Brick	Year 1	Increase in NSNO sustaining accommodation	Within existing resources
	<ul style="list-style-type: none"> • Carry out impact assessment of No Second Night Out provision and assess outcomes 	HOAC / Housing Services / Riverside / The Brick	Year 1	As above	Within existing resources
	<ul style="list-style-type: none"> • Carry out a cost benefit analysis to show the benefits of existing dedicated work which focuses on rough sleepers and non-priority homelessness 	Housing Services / Peoples Directorate	Year 1	As above	Within existing resources
	<ul style="list-style-type: none"> • Explore alternative methods used with entrenched rough sleepers to break the cycle of dependency / lifestyle choices and scope potential for introducing in Wigan 	Housing Services / Homelessness Multiple Needs Coordinator / The Brick / Peoples Directorate	Year 1	Tenancy sustainment / engagement with support agencies	Within existing resources
	<ul style="list-style-type: none"> • Develop a bespoke single service offer to all NSNO clients 	Housing Services / The Brick / Riverside / HOAC	Completed	Single service offer delivered	Homelessness prevention grant £40k
	<ul style="list-style-type: none"> • Develop exit strategy for NSNO service to continue 	The Brick / Housing Services / Riverside / Peoples Directorate	Year 2	Alternative finance sourced	Within existing resources
	<ul style="list-style-type: none"> • Source affordable accommodation in the private sector in Wigan 	The Brick / Housing Services	Year 2	Number re housed in PRS	Within existing resources
Review anti begging campaigns and messages and support organisations who work to get people off the streets	<ul style="list-style-type: none"> • Develop a corporate multi agency approach to dealing with begging 	The Brick / Police / Safer Environment / Town Centre Manager	Annually	Anti begging strategy developed	Within existing resources
	<ul style="list-style-type: none"> • Evaluate scope, impact and outcomes of anti-begging campaign in 2013 	The Brick	Annually	As above	Within existing resources
Reduce the number of homelessness crisis situations arising from hospital discharge	<ul style="list-style-type: none"> • Implement and re launch hospital discharge policy 	Housing Services / HOAC / Peoples Directorate / NHS /	Completed	Hospital discharge policy re launched and embedded	Within existing resources

		Hospital to House Caseworker			
	<ul style="list-style-type: none"> Appropriate and cost effective housing solutions identified for patients leaving hospital 	Housing Services / Peoples Directorate / Hospital to House Caseworker	Year 1	No of NFA hospital discharge reduced	Within existing resources
	<ul style="list-style-type: none"> Improve planning and earlier intervention of hospital discharges 	HOAC / Hospital to House Caseworker	Year 1	No of NFA hospital discharge reduced	Within existing resources
	<ul style="list-style-type: none"> Improve pathways to accommodation for homeless people discharged from hospital 	Housing Services / HOAC / Peoples Directorate / NHS / Hospital to House Caseworker	Year 1	Accommodation pathway reviewed	Within existing resources
	<ul style="list-style-type: none"> Source short term accommodation to ease bed blocking by reconfiguring existing under used accommodation 	Housing Services / RP's / WALH / Hospital to House Caseworker / Peoples Directorate	Year 1	No of bed blocking incidents reduced	£30k bed and breakfast spend to save

Strategic Theme: Prevent the use of bed and breakfast/increase in temporary accommodation

Prepare/assist/support clients in temporary and supported accommodation for independent living	<ul style="list-style-type: none"> Hold surgeries in temporary accommodation to ensure clients are being prepared/assisted/supported with move on accommodation. 	HOAC	Year 1	Number of households in temp < 25 Average length of stay in temp < 10 weeks	Within existing resources
	<ul style="list-style-type: none"> All clients in supported accommodation will receive pre tenancy training including budgeting skills/money management and training on managing a tenancy 	TA and supported accommodation providers	Year 1	Repeat homelessness is reduced	Within existing resources
	<ul style="list-style-type: none"> Service Providers encouraged to share good practice in preparing people for independent living 	Housing Services Peoples Directorate Housing Related Support Providers	Quarterly	Increased successful move on from TA is achieved	Within existing resources
	<ul style="list-style-type: none"> Service providers to enhance links to ensure a seamless transition with other services to 	Housing Related Support providers	Continuous	Increased successful move on from TA is	Within existing resources

	prepare, assist and support clients for independent living			achieved	
	<ul style="list-style-type: none"> Enhance links with employment, education, training for those in temporary accommodation 	HOAC / Temporary Accommodation providers / Economic Development and Skills	Year 2	No accessing training / employment	Within existing resources
	<ul style="list-style-type: none"> Carry out affordability assessments on all housing accommodation offers 	Registered Providers	Year 1 through to Year 5	Affordability assessments carried out	Within existing resources
Discharge duty into private rented sector for targeted properties	<ul style="list-style-type: none"> Develop policy to discharge duty into private rented sector for smaller accommodation 	Housing Services	Year 1	Policy developed	Within existing resources

Strategic Theme: Continuous improvement in homelessness and housing options services and housing related services

Review Housing Options services to enable, facilitate, encourage self serve	<ul style="list-style-type: none"> Review access and opening times to housing options services 	HOAC	Completed	Waiting times reduced	Within existing resources
	<ul style="list-style-type: none"> Develop a new enhanced housing options website 	HOAC	Year 1	Self help website developed	Within existing resources
	<ul style="list-style-type: none"> All customers receive written advice tailored to their needs which will be monitored by Housing Services 	HOAC/Housing Services	Year 1	All customers receive written tailored advice	Within existing resources
	<ul style="list-style-type: none"> Customers are signposted/provided with advice and offered support to access employment 	HOAC	Year 1	No assisted with employment	Within existing resources
	<ul style="list-style-type: none"> All customers receive a full written explanation of homelessness processes and what will happen next 	HOAC	Year 1	Evidence on HOAC file	Within existing resources
Deliver excellent homelessness and housing related support services	<ul style="list-style-type: none"> Review best practice and seek continuous improvement 	HOAC / Housing Services / Peoples Directorate / Housing related services	Continuous	Examples of improvements to service	Within existing resources
	<ul style="list-style-type: none"> Submit joint application for Gold Standard with Salford and Trafford Housing Options 	Housing Services/HOAC	Completed	Application submitted	Within existing resources

	<ul style="list-style-type: none"> • Carry out a review of prevention services using NHAS toolkit 	Housing Services/HOAC	Year 2	Prevention services reviewed	Within existing resources
	<ul style="list-style-type: none"> • Achieve the Governments national Gold standard (10 local challenges) 	Housing Services/HOAC	Year 2	Gold Standard achieved	Within existing resources
	<ul style="list-style-type: none"> • Carry out regular engagement with service users to identify improvements to homelessness/housing related services 	HOAC / Supported accommodation providers	Annually	Service improvements identified and implemented	Within existing resources
Housing Support Access Point	<ul style="list-style-type: none"> • Carry out full post implementation review of HSAP pilot • Evaluate outcomes and make recommendations • Implement recommendations • Contribute to the move on policy that is being developed by HSAP 	WALH / Peoples Directorate / Housing Services	Completed	Recommendations implemented	Within existing resources
Future commissioning of support services	<ul style="list-style-type: none"> • Carry out a review of existing housing related support contracts 	Peoples Directorate	Year 1	Contracts reviewed	Within existing resources