



**Meeting:** Integrated Housing Board

**Date:** 26 November 2009

**Report Title:** Haringey's Homelessness Strategy 2008-2011: Review of First Year and Looking Forward to 2010-2011

**Report of:** Rosie Green, Housing Strategy and Partnerships Manager

#### **Purpose**

An interim report was presented to the Board at its last meeting on 21 September 2009. It was agreed that an update report on the completed Review would be provided for this meeting.

#### **Summary**

The completed review of the first year of the Homelessness Strategy and looking forward to 2010-2011 can be found at Appendix 1.

At the last IHB meeting the number of key actions completed and the number remaining was reported.

The Board also considered verbal feedback from the consultation event held on 14.9.09 to consider Years 2 and 3 of the Strategy and asked for the review to be completed. This has now been done.

The new structure is now comprised of the following (this is also shown diagrammatically in the Review):

- Homelessness Strategy Implementation Group (HSIG)
- Housing Options and Temporary Accommodation Group
- Partnership, Communications and Customer Experience Delivery Group. The remaining actions from the Training, Education and Skills Group to be transferred into this new group
- Children, Young People and Families Delivery Group
- Vulnerable Adults Delivery Group – which will have responsibility for the Rough Sleepers and Move-on Strategy Groups
- Gypsies and Travellers Strategy Group

As a result of the consultation event the following were identified as needing to be included in the revised action plan:

- Support for people with no recourse to public funds
- Adequate training for front line staff
- To ensure that private sector units are decent to encourage move-on into private housing
- Information sharing (especially within the voluntary sector)

Also delegates agreed that:

- The customer experience is central to the work of all the Delivery Groups
- There needs to be greater emphasis on communication.

### **Legal/Financial Implications**

None identified.

### **Recommendations**

That the IHB note the outcome of the review and future structure of the Delivery Groups.

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### **Use of Appendices**

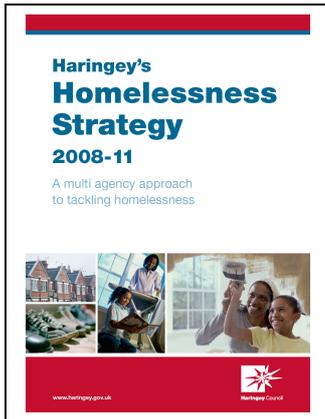
Appendix 1: Haringey's Homelessness Strategy 2008-2011 – Review of the first year and looking forward to 2010-2011

# Haringey's Homelessness Strategy 2008-2011

Review of the first year and looking  
forward to 2010-2011



## Background



Haringey's 2008 -11 Homelessness Strategy was launched in September 2008. The strategy was developed in partnership with all agencies involved with tackling homelessness. The aims are to deliver efficiently managed and co-ordinated advice, housing and support services for those who are homeless or at risk of homelessness. The strategy acknowledges and seeks to address the associated problems that people who are homeless may experience.

The numbers of households living in Temporary Accommodation (TA) are high. In April 2007 there were 5867 households and we are working to reduce this number to 2603 by December 2010. As well as this we need to implement measures that reduce the number of people who become homeless in the first place by offering good quality advice and a range of housing options.

In order to improve services and demonstrate value for money, the Council has also set itself a target of reducing its use of emergency accommodation (the most expensive type of self-contained TA that it uses) by more than 85% by the end of March 2010.

The key objectives of the Homelessness Strategy are to:

1. Actively support and promote a partnership approach to preventing homelessness
2. Invest in early intervention and effective homelessness prevention
3. Increase the supply of affordable homes
4. Provide choice and encourage independence
5. Halve, by 2010, the number of homeless households in temporary accommodation
6. Improve the quality and suitability of temporary accommodation

7. Work proactively to safeguard children and vulnerable adults
8. Improve customer service, involvement and satisfaction
9. Ensure that our policies and procedures are fair, transparent and widely understood

A Homelessness Strategy Implementation Group (HSIG) was established to oversee the work of nine themed Delivery Groups. These groups comprise of representatives from the range of agencies involved in homelessness issues in the Borough and several are chaired by these organisations. The HSIG reports to the Integrated Housing Board. This multi agency initiative has been essential to ensure we meet the challenges within the strategy and delivers a pan Haringey approach to problem of homelessness.

The Delivery Groups complement the work of the Council's own Service Improvement Groups.

The Homelessness Strategy is one of a suite of strategies that have or will be developed in the next two years to improve housing quality and choices for all Residents of the Borough regardless of tenure. Appendix 1 gives details of these.

## **Responsibilities of the nine Delivery Group**

**A Communications** Delivery Group will assist joint working by improving everyone's knowledge of services, helping services to communicate better with one another, and producing joint publications, including a directory of homelessness services and a health and housing advice pack

The **Partnership** Delivery Group will champion partnership working and the development of a shared strategic approach to tackling homelessness. It will do this by reviewing service delivery, developing shared protocols for referrals, joint working and information sharing, and contributing to area based action planning

A **Customer Experience** Delivery Group will assist the improvement of customer care, maximise service user involvement, increase the amount of consultation undertaken, and ensure the delivery of joined-up, responsive, customer-centred services

The **Children, Young People and Families** Delivery Group will develop initiatives that improve joint working, prevent homelessness and contribute to the achievement of the 5 outcomes in 'Every Child Matters' (stay safe; be healthy; enjoy and achieve; make a positive contribution; and achieve economic wellbeing)

A **Vulnerable Adults** Delivery Group will focus on the needs of rough sleepers, make best use of supported housing, improve move-on from hospital, residential care, hostels and prison, and enable vulnerable people to access support.

The **Homelessness Prevention and Tenancy Sustainment** Delivery Group will oversee changes to the Council's housing advice service, develop a specialist multi agency advice service for BME households, and encourage early intervention

A **Housing Options** Delivery Group will encourage greater independence by promoting a range of affordable alternatives to social housing

The **Temporary Accommodation** Delivery Group will focus on improving the quality and suitability of temporary accommodation, cutting overcrowding and ensuring homeless households are able to plan for, and achieve, a successful move into a settled home

A **Training, Education and Skills** Delivery Group will link homelessness services to employment advisers and establish a series of employment and skills surgeries for homeless people.

The purpose of this first year review is not to produce a new strategy but to acknowledge the work already achieved, identify key actions not yet completed within the first year timescale and most importantly plan for the next two years of the strategy.

A full copy of Haringey's homelessness Strategy 2008-2011 can be found at [www.haringey.gov.uk](http://www.haringey.gov.uk)

Because of the urgency of the work required to reduce the numbers of homelessness people in Haringey many of the actions were for completion within the first year. These will also put the 'building blocks' in place in order to further develop homelessness work and achieve agreed outcomes.

There are **64 key** actions within the strategy, many of which have several specific actions. **59** of these **key** actions are for the first year alone and it is acknowledged that this was a significant challenge to complete within this timescale. As well, a number of the specific actions for Years 2 – 3 are well on their way to completion.

Of the 59 key actions for this year, 29 have been achieved, 25 are getting there and 5 not achieved. Many factors have impacted on the 'getting there's' and the 'not achieved' actions not being completed. These range from the postponement of the action until the restructure is complete or the original task is more complex than first thought and the timescale will take longer, thus ensuring it is implemented comprehensively.

#### Number of Key actions completed for Year 1

No. of key actions for Year 1	No. Achieved	No, Getting There	No. not Achieved
59	29	25	5

#### Number of specific actions for Years 1 -3 and number completed

No. of specific actions 2008-11	No. achieved	%
234	107	46%

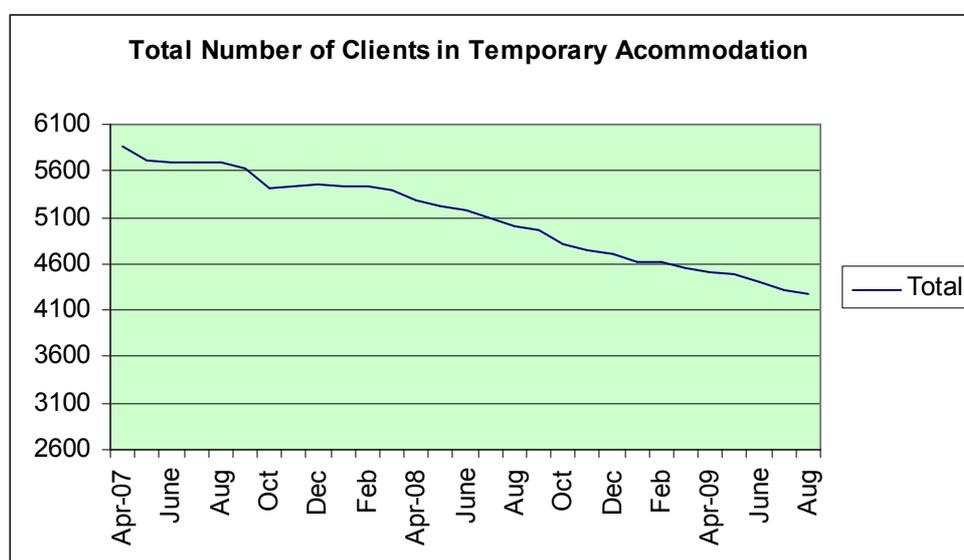
The updated Action Plan (at end of this review) details the work in Year 1 that the groups have achieved.

This has also been a difficult year with the economic recession which has impacted on the number of new homes built as developers have found it

difficult to raise the finance plus the impact on personal income with more unemployment, reduced working hours and less mobility in the jobs market.

## Achievements in the first year

All of the key actions achieved will have contributed to realise the aims of the strategy, but there are several which have a significant impact. The headline outcome is that there has been a significant reduction in the number of people in Temporary Accommodation. We are well on the way to meeting the target of 2603 in December 2010. At the time of writing (21.8.09) this has reduced to **4283** from a total of **5867** in April 2007. We do recognise however, that there is still a considerable amount of work to do in order to achieve this.



Key achievements include:

### Restructure of the Strategic and Community Housing Service (SCHS)

This is due to be concluded in September 2009 and changes the role of SCHS from one of a direct housing provider to that of providing advice and offering choice by developing other housing options.

The new staffing structure will support TA reduction by clarifying roles and responsibilities, re-aligning teams and services, improving communication and joint working, increasing accountability and encouraging partnership working.

It draws together the homelessness and lettings functions, and establishes specialist housing advice, housing options and private sector lettings teams in order to prevent homelessness, provide settled housing and reduce the Council's use of temporary accommodation.

A new Job Description and Person Specification have been produced for all posts within Strategic and Community Housing Services. These ensure that everyone has a clear understanding of what is required of them and how they are expected to contribute to the reduction of temporary accommodation.

The **Housing Advice Team** will provide comprehensive advice on all aspects of housing (including landlord and tenant law, harassment and unlawful eviction, disrepair, rent and mortgage arrears, the housing implications of domestic violence and/or relationship breakdown, defending possession proceedings and the assessment of welfare benefits and tax credits) in order to improve housing conditions and prevent homelessness.

The **Housing Options Team** will provide expert advice on the full range of options (including affordable home ownership, private rented accommodation, the sanctuary scheme, mutual exchanges, sheltered housing, moving from under occupied social housing, and moving out of Haringey), together with the eligibility criteria, in order to enable service users to make an informed decision on which options will best meet their housing and support needs.

The **Private Sector Lettings Team** will work proactively with private landlords to make it easier for people who are living in temporary accommodation or about to become homeless to find and keep good quality, affordable, well managed private rented accommodation.

The **Vulnerable Adults Team** will undertake a more facilitative role, improving the co-ordination and delivery of support, the quality and effectiveness of support planning, and the access and move-on arrangements in supported housing, in order to deliver better outcomes and prevent homelessness.

The **Private Sector Housing Improvement Team** will work proactively with the Housing Advice and Options Team to improve housing conditions and secure tenancy nomination rights to empty homes brought back into use.

The **Housing Needs and Lettings Team** brings together the procurement and management of temporary accommodation, the administration of the housing register, the assessment of housing need, the investigation and determination of homelessness applications, and the letting of social housing.

This new group includes the **Homelessness Team** (charged with responsibility for authorising all placements in temporary accommodation) and a **Home Visiting Team** that plays a vital role in verifying applicants' circumstances, investigating and preventing parental exclusions, undertaking occupancy checks in TA, and promoting housing options.

### **Reduction of Temporary Accommodation (TA)**

The TA Reduction Plan is in place with a specialised team working to reduce temporary accommodation. Auto-bidding and a number of other mechanisms have been put in place to drastically reduce TA figures.

An individual letter has been sent to households in TA about how to bid for a home on Home Connections and also about how the Council may bid on their behalf (autobidding).

### **Listening to and engaging our customers**

To improve our service we need to listen and respond to what our customers say and involve them in shaping service delivery.

This has been a successful but we now we need to develop this work further

**Temporary Accommodation Users Forum.** We have held three of these in the last year and they are increasingly well attended. The Forum is used as an opportunity to give information but more importantly to gather views and thoughts of people in TA to help us improve the quality of our services.

We also produce a Moving on Magazine for all people in TA and the Forum tell us what they want to see in the magazine. There are 2 editions produced each year and as well we include stories of people who have moved on from TA and what this has meant to them.



### **Temporary Accommodation Workshops**

As part of the Homelessness Strategic priority 6, (to 'Improve the quality and suitability of temporary accommodation') a day of workshops was arranged to obtain the views of residents of temporary accommodation (TA). The event took place on the 12<sup>th</sup> June 2009 and 11 residents attended, contributing to 3 workshops.

The three workshops considered

- what properties would be suitable and where these should be located
- what issues and circumstances the Council should take into account when allocating temporary accommodation
- under what circumstances TA residents should be prioritised for a transfer

There was good discussion on these issues and service users views will help us develop new guidance.

**Training, Education and Skills event.** This event held in May had over 180 attendees who came and met a range of 16 organisations involved with getting people into training or work. Those who could not attend were sent information packs.

On the day 34% of attendees applied for jobs and 46% signed up for courses.

Feedback from this event has shown the value of the day and people who attended have asked for this to be repeated. It is our intention to do so.

### **Landlords Forum**

There have been two forums so far plus a North London sub-region forum. In excess of 80 people have attended each of these events.

The aims of these meetings are to give information and develop a good working relationship between the Council and Landlords in the Borough, give relevant information that supports landlords.

For example, the Council commissioned Savills to research the housing market in Haringey and the impact on private sector lettings. We also had Councillor Bob Harris, Cabinet Member for Resources and Tim Fisher, Deputy Head of Benefits and Local Taxation, Haringey Council run a session on Housing Benefit as this is an area of frustration for some landlords.



There is also a regular newsletter to give information to landlords.

Although we have made a good start in working with the private rented sector we need to further develop this to ensure we offer an effective and high quality service to both landlords and their tenants.

### **Rent arrears**

A Rent Arrears Planning Group (consisting of staff from the relevant services and partners) planned the first meeting of the Rent Arrears Forum (Chaired by the Metropolitan Housing Trust) which took place on 24<sup>th</sup> April 2009. The forum includes representatives from SCHS, Housing Benefit, Supporting People, Youth Offending, Homes for Haringey, Registered Social Landlords, the Voluntary sector and Safer Communities. The forum considered the top 5 causes of rent arrears, what can be done to prevent arrears and who the key agencies that can make a difference are. These meetings will continue.

### **Rough sleepers**

A rough sleepers count was carried out by over forty volunteers from the council and its partners (ten rough sleepers were found in the borough on the night of the count). On the back of this, our bid for funding from CLG was

successful to establish an outreach service to rough sleepers in the borough and produce a comprehensive directory of services for rough sleepers.

A multi-agency Rough Sleepers Strategy Steering Group has been set up and has met twice so far. The strategy is due for completion in 2010.

## **Actions and Challenges for year 2**

Although much has been achieved in Year 1 we must now plan for Years 2 and 3 of the strategy.

To do this we held a consultation event in September 2009, to which all partners involved in delivering this strategy were invited to.

The event was attended by over 50 delegates from a wide range of statutory and voluntary organisations.

The aim was to assess how successful the strategy has been to date, agree timescales and priorities for the forthcoming year, to identify the right structure for the Delivery Groups to meet these and identify any challenges and also if there are any areas we have not covered.

We asked delegates the following questions before breaking out into smaller discussion groups and their responses are included (see box on next page).

### **Issue not included in current actions**

Delegates identified the following as missing from the current action plan

- Support for people with no recourse to public funds
- Adequate training for front line staff
- To ensure that private sector units are decent to encourage move-on into private housing
- Information sharing (especially within the voluntary sector)

Other themes included:

- The customer experience is central to the work of all the Delivery Groups
- There needs to be greater emphasis on communication

We therefore need to consider how we strengthened these aspects.

#### **Questions asked:**

Q1. What impact has the Homelessness strategy had so far?

A. Very high (8%)

B. High (29%)

## **Rationalisation of the Delivery Group structure**

Many representatives have said that it timely to look at the future structure of the Delivery Groups given that so many of the immediate priorities have been achieved.

Already the Prevention and Tenancy Sustainment Group has decided not to continue as it has completed all but 2 of its actions. These will be transferred to another group.

The Partnership Delivery Group and the Communications Delivery Group have merged as there is clear overlap between these for many actions.

There are 3 new areas of work from the Homelessness Strategy that require a dedicated working group with clear lines of reporting. These are:

- Rough Sleepers Strategy (work has already commenced)
- Move-on Strategy (work has already commenced)
- Gypsy and Travellers Strategy

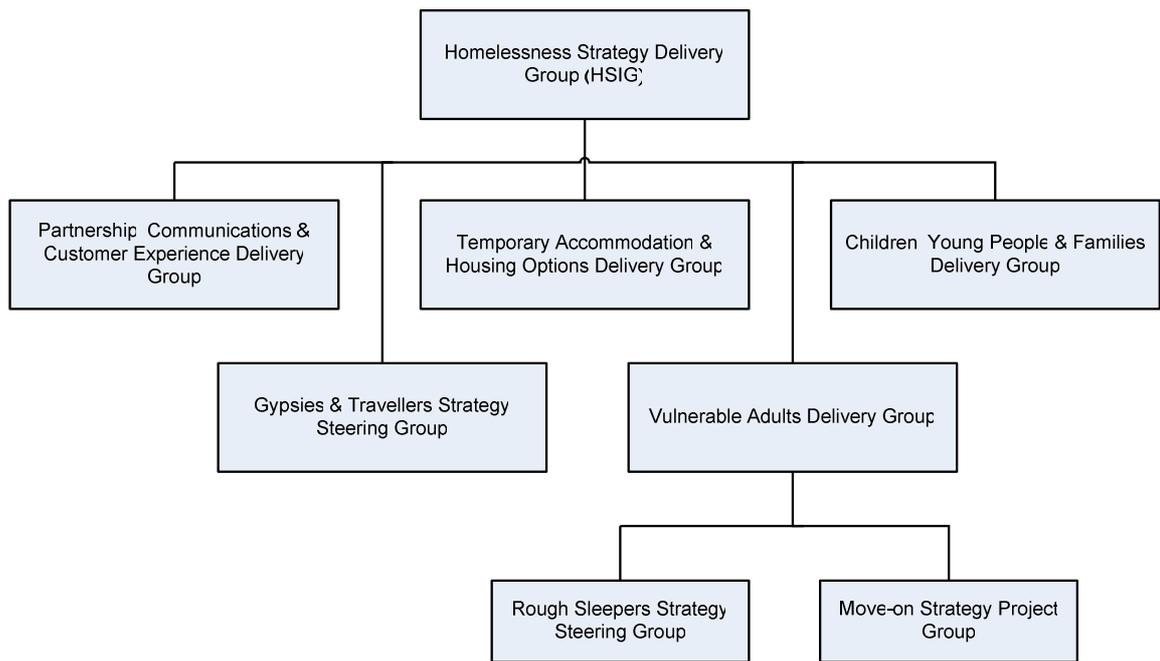
Based on this delegates discussed a range of structures. The following one has now been agreed by the Homelessness Strategy Implementation Group.

1. Housing Options and Temporary Accommodation Group
2. Partnership, Communications and Customer Experience Delivery Group. The remaining actions from the Training, Education and Skills Group to be transferred into this new group
3. Children, Young People and Families Delivery Group
4. Vulnerable Adults Delivery Group – which will have responsibility for the Rough Sleepers and Move-on Strategy Groups
5. Gypsies and Travellers Strategy Group

Meetings for these groups will be arranged and the Chair for each plus ensuring appropriate representative will be discussed at the first meetings.

The terms of references will also be revised.

## **New Structure for the delivery groups of Haringey's Homelessness Strategy 2008-2011:**



## Year 1 Homelessness Strategy Action Plan Update

### Housing Options Delivery Group

KEY ACTION	DATE DUE	STATUS	COMMENTS
<b>18:</b> Set up a rent deposit scheme for homeless people deemed by the Council not to be in 'priority need'	July 2009	Getting there	Money is now available to set up rent deposit scheme. Scheme now needs to be developed and implemented
<b>19:</b> Establish a multi-disciplinary Private Sector Lettings Team that has the skills and capacity to procure and let at least 750 assured shorthold tenancies each year	Nov 2008	Achieved	
<b>20:</b> Making it easier for low income households to access the private rented sector, and maximise the council's tenancy nominations rights to private rented accommodation	April 2009	Getting there	The work of the private sector lettings team was promoted at the Training, Education and Skills event in May 2009. Further promotion is ongoing through various surgeries, workshops, the TA User Forum and the Landlords Forums.  Private sector incentive schemes need to be reviewed and agreed. The group will produce a 'Good Lettings Guide' for private landlords. The PSL team will produce a Private Sector Lettings Strategy
<b>22:</b> Provide tenants of social housing with the advice and assistance required to enable them to move successfully into the private rented sector	July 2009	Getting there	Restructure of SCHS (Sept 09) will establish a specific Housing Advice team. Rent deposit schemes to be extended to help tenants who are in overcrowded households Overcrowding and underoccupation strategy to be developed 2009/10
<b>23:</b> Make best use of local supported housing.	April 2009	Getting there	Audit to be undertaken Sept-Oct 09 A multi –partnership approach will be used to deliver Move on Strategy

KEY ACTION	DATE DUE	STATUS	COMMENTS
			by 31.3.10
<b>24:</b> Provide and actively promote a range of affordable housing options	Jan2009	<b>Achieved</b>	Although specific tasks completed as detailed in the action plan, this work is ongoing
<b>25:</b> Establishing a Housing Options Team that provides specialist, comprehensive advice on the full range of housing options	Dec 2008	<b>Achieved</b>	
<b>37:</b> Work proactively with private landlords and residents of TA persuading them to accept a new arrangement involving an assured shorthold tenancy (AST)	April 2009	<b>Achieved</b>	Although the specific actions due this year have been completed, the strategic priority to halve the numbers of households in temporary accommodation (TA) by December 2010 continues. As at 21.8.09 the figure is 4,283 for TA and included in this is 1525 for emergency accommodation (EA)
<b>56:</b> Manage the expectations of customers better, by publicising the location of social housing, together with details of average waiting times and how often homes become available:	Sept 2009	<b>Getting there</b>	We are waiting for data from one RSL, then IT services will develop map. Map has been tested already. In year 2 of this strategy will be looking to develop this map further to show which estates are managed by which RSL – this will enable us to develop the Common Managements Standards agenda

**Partnership Delivery Group (merged with the Communications Group June 09)**

<b>KEY ACTION</b>	<b>DATE DUE</b>	<b>STATUS</b>	<b>COMMENTS</b>
<b>1:</b> Review the role, relevance and attendance of local forums, ensuring clear terms of reference	Dec 2008	<b>Achieved</b>	
<b>3:</b> Develop protocols for referrals, joint working and information sharing	June 2009	<b>Getting there</b>	Protocols have been mapped. Now need to disseminate information and train frontline staff
<b>4:</b> Review the roles, responsibilities and access arrangements of advice support and accommodation providers:	Sept 2009	<b>Not achieved</b>	This action has been delayed as the Homelessness Strategy Implementation Group (HSIG) agreed that a survey (which was originally agreed) would not be thorough enough. It was instead agreed that an independent survey of advice and support services was to be undertaken. This has not yet been commissioned although the idea of linking it into HAVCO's review of voluntary organisations has been raised
<b>47:</b> Adopt a shared strategic approach to the provision of housing and support for homeless children, young people and vulnerable adults	July 2009	<b>Achieved</b>	Although specific tasks completed as detailed in the action plan, this work is ongoing
<b>60:</b> Improve communication and the co-ordination of services, encouraging joint-working and meeting customer's needs more quickly and efficiently	June 2009	<b>Getting there</b>	This is being undertaken in conjunction with KA3 (Develop protocols for referrals, joint working and information sharing). Examples of good practice when sharing information have been identified and the group must review these and agree new protocols where necessary.

## Communications Delivery Group

KEY ACTION	DATE DUE	STATUS	COMMENTS
<b>2:</b> Provide briefings on local services, housing options and the prevention of homelessness	Feb 2009	Achieved	
<b>5:</b> Produce a directory of homelessness services	Sept 2009	Getting there	Information has been gathered and checked for accuracy. Now requires formatting and agreement by Group
<b>26:</b> Produce a health advice pack for people who are homeless and/or living in temporary accommodation (also linked to Action 44)	Oct 2009	Achieved	This will be included in the directory (Action 5) and also information sheets have been produced and included in packs given to temporary and emergency accommodation residents (Action 44)  Where residents receive a Supporting People support service health information and advice is given. This monitored through the SP Quality Assessment Framework and contract monitoring.
<b>35:</b> Improve residents' understanding of the Home Connections Scheme, and target those households that have not been bidding but have enough points to bid successfully for a settled home	Jan 2009	Achieved	
<b>44:</b> Provide all TA Residents with up-to-date details of local health, education and employment services (linked to Action 26)	April 2009	Achieved	See Action 26 above
<b>63:</b> Improve the way we describe our			Although specific tasks completed as detailed in the action plan, this work

KEY ACTION	DATE DUE	STATUS	COMMENTS
policies and procedures in order to ensure that they are widely understood	Sept 2009	Achieved	is ongoing

## Prevention and Tenancy Sustainment Delivery Group

This group has stopped meeting as it has achieved all but 2 of its key actions. These will be reassigned to another Delivery Group.

KEY ACTION	DATE DUE	STATUS	COMMENTS
<b>7:</b> Establish a Housing Advice Team that provides specialist, comprehensive advice on all aspects of housing	Oct 2008	Achieved	
<b>10:</b> Actively promote take-up of the Sanctuary scheme (offering victims of violence the option of remaining in their homes):	June 2009	Achieved	The sanctuary scheme is in place and managed by Hearthstone and the SCHS Communications Officer is due to publish and distribute a leaflet to promote it.
<b>12:</b> Work with Homes for Haringey and RSLs to ensure that tenants who are in breach of their tenancy conditions are actively encouraged to access local advice services	March 2009	Achieved	See Action 26 and 44
<b>13:</b> Establish a rent arrears forum attended by local social landlords, the DWP, Benefits Service and local advisers	April 2009	Achieved	
<b>33:</b> Reduce the demand for TA, preventing homelessness and discharging the council's duties promptly and efficiently	Oct 2008	Achieved	Although the specific actions due this year have been completed, the strategic priority to halve the numbers of households in temporary accommodation (TA) by December 2010 continues. As at 21.8.09 the figure is 4,283 for TA and included in this is 1525 for emergency accommodation (EA)

KEY ACTION	DATE DUE	STATUS	COMMENTS
34: Amend the lettings policy to ensure that it assists the prevention of homelessness and reduces use of TA	Jan 2009	Getting there	The policy is finished and is currently being edited before the consultation process starts. The Lettings Policy is due to commence April 2010

## Children, Young people and Families Delivery Group

KEY ACTION	DATE DUE	STATUS	COMMENTS
<b>9:</b> Improve procedures for dealing with care leavers, in order to improve planned move on and the prevention of homelessness	April 2009	Getting there	Research is being undertaken by the group to identify examples of good practice. This will be presented to the Children, Young People and Families workshops organised for 28.9.09, which will identify opportunities for improvement, particularly in relation to the prevention of homelessness and the accessing of appropriate housing and support
<b>43:</b> Work proactively with health and social care professionals (including health visitors, district nurses and social workers) to ensure continuity of health care, social care and child development checks	April 2009	Achieved	
<b>46:</b> Ensure that no homeless families or 16/17 year olds are placed in B&B except in an emergency and then only for up to six weeks	April 2009	Achieved	
<b>47:</b> Adopt a shared strategic approach to the provision of housing and support for homeless children and young people	July 2009	Getting there	Research is being undertaken and findings will be presented to the C, YP and F workshops on 28.9.09. Recommendations will then be made to improve early intervention and support through better, joined up services. A shared, three year vision will be developed based on these outcomes.
<b>48:</b> Improve joint working (especially between Housing and Children's Services) to help children and young people achieve the 5 'Every Child Matters' outcomes	July 2009	Getting there	Workshops 28.9.09 will discuss this and make recommendations (see above)

KEY ACTION	DATE DUE	STATUS	COMMENTS
50: Undertake a holistic needs assessment and tailor support packages to the specific needs of families	Sept 2009	Getting there	The group has looked at a holistic tool used by front line staff as an example and from this will produce a checklist of support needs to be used by all services
53: Address the needs of children who have special needs, complex medical conditions or child protection plans	June 2009	Not achieved	
54: Address the needs of children who are carers for disabled parents, are not at school, have been placed outside Haringey, moved because of domestic violence or whose parents have been found intentionally homeless	June 2009	Not achieved	

## Training, Education and skills Delivery Group

KEY ACTION	DATE DUE	STATUS	COMMENTS
<b>27:</b> Align Haringey's homelessness services (including the opportunities for service user involvement) with the Haringey Guarantee and the local training, education and employment advisers	April 2009	Achieved	Although specific tasks completed as detailed in the action plan, this work is ongoing
<b>28:</b> Ensure that the decent homes investment creates local training and employment opportunities that support Haringey's plans to tackle worklessness amongst homeless households	Jan 2009	Achieved	
<b>29:</b> Work proactively with the Council's Recycling Service and Haringey's largest employers to create local training and employment opportunities for homeless people:	Jan 2009	Getting there	Work is progressing on this
<b>30:</b> Establish an employment skills surgery for residents of temporary accommodation:	June 2009	Achieved	

## Vulnerable Adults Delivery Group

KEY ACTION	DATE DUE	STATUS	COMMENTS
<b>8:</b> Undertake a rough sleeper's count and develop a strategy for reducing rough sleeping in Haringey	March 2009	Getting there	A rough sleepers count was carried in Nov 2008. Funding has been obtained from the CLG to enhance outreach to rough sleepers in the borough. A Rough Sleepers strategy is currently being developed and due for completion in 2010.
<b>9:</b> Improve procedures for dealing with hospital discharge and prison leavers, in order to improve planned move on and the prevention of homelessness	June 2009	Achieved	Additionally the group will undertake further research to identify examples of good practice before making any required amendments to existing procedures.
<b>10:</b> Actively promote take up of the Sanctuary Scheme (offering victims of violence the option of remaining in their homes)	June 2009	Getting there	Following research undertaken the group will be drawing out conclusions and recommendations to provide further early intervention and support from this research
<b>14:</b> Establish an assertive outreach service to help rough sleepers off the street:	Sept 2009	Getting there	The Rough Sleepers Strategy Steering Group successfully obtained funding from CLG to establish an outreach service for rough sleepers. Service now needs to be established.
<b>31:</b> Assess the merits and feasibility of introducing a Pathways approach to supported housing:	June 2009	Getting there	Work is progressing an establishing a Pathways approach
<b>42:</b> Ensure that all vulnerable households are provided with access to support	April 2009	Achieved	
<b>47:</b> Adopt a shared strategic approach to the provision of housing and support	July 2009	Achieved	Following on from the specific action the group will be setting out a shared, three year vision, with clear objectives planned outcomes and

KEY ACTION	DATE DUE	STATUS	COMMENTS
for homeless vulnerable adults:			defined success measures.
<b>50:</b> Undertake a holistic needs assessment and tailor support packages to the specific needs of vulnerable adults	Sept 2009	<b>Getting there</b>	Work is progressing on this

## Temporary Accommodation Delivery Group

KEY ACTION	DATE DUE	STATUS	COMMENTS
<b>36:</b> Generate automated Home Connections bids for residents of TA who have enough points to make a successful bid for a settled home but are not willing to do so	April 2009	Achieved	
<b>38:</b> Invest in voluntary and community sector support providers to assess the needs of households in TA and prepare them for move on	April 2009	Getting there	After pilot completed a common method for assessing families' housing and support needs and a standard checklist for move-on will be developed. The financial implications for support providers in supporting move-on in such a way are to be estimated (and resources identified)
<b>39:</b> Work proactively with RSLs to convert temporary homes into settled accommodation:	March 2009	Getting there	Work is progressing on this
<b>40:</b> In consultation with service users and stakeholders, produce new guidance covering the procurement and allocation of TA, and transfers within TA	April 2009	Getting there	Following consultation work already undertaken, the group will issue and oversee the implementation of new guidance on the procurement and allocation of TA together with transfers within TA
<b>41:</b> Improve the physical condition of TA (ensuring that all properties are well-managed and that all repairs are completed within agreed timescales) through routine inspections and by ensuring the robust enforcement of contracts and standards	April 2009	Getting there	Work is progressing and even when specific targets are met, some of this work is ongoing
<b>45:</b> Apply the lessons learned from the Overcrowding Pathfinders project to	April 2009	Achieved	

KEY ACTION	DATE DUE	STATUS	COMMENTS
alleviate the effects of overcrowding in temporary accommodation			
<b>51:</b> Improve the quality and range of temporary accommodation, to meet the needs of families and minimise the disruption to children	April 2009	<b>Achieved</b>	
<b>52:</b> Ensure that households move on to suitable accommodation with the support they need	Sept 2009	<b>Not achieved</b>	The group will undertake this in conjunction with Action 32 due for completion July 2010 and the Move on Strategy due March 2010

## Customer Experience Delivery Group

KEY ACTION	DATE DUE	STATUS	COMMENTS
<b>55:</b> Improve the quality of customer care and ensure that all customers are treated with courtesy and respect	April 2009	Getting there	There are a number of specific actions within this key action. Some have been completed but others have been postponed until the restructure of SCHS is complete
<b>57:</b> Actively seek feedback from service users and stakeholders (through regular focus groups, forums and surveys) to measure the quality and effectiveness of local homelessness services	June 2009	Achieved	
<b>58:</b> Develop and actively promote a range of opportunities for service users to get involved in shaping, monitoring and improving services	June 2009	Getting there	There are a number of specific actions within this key action. Some have been completed but others have been postponed until the restructure of SCHS is complete
<b>59:</b> Produce and publicise an annual programme of consultation and service user involvement	April 2009	Not achieved	This has been postponed until the SCHS restructure is complete
<b>64:</b> Consult with stakeholders (and undertake an Equalities Impact Assessment) before making significant changes to policies or the delivery of services	April 2009	Achieved	

## Year 2 Homelessness Strategy Action Plan

### Partnership, Communications & Customer Experience

STRATEGIC PRIORITY	KEY ACTION	SPECIFIC ACTIONS/Action Update	MEASURABLE OUTPUTS	Progress
<p><b>ONE: Actively support and promote a partnership approach to tackling homelessness</b></p>	<p>3. Develop protocols for referrals, joint working and information sharing.  (By June 2009) Revised dates to be agreed</p>	<p><del>Identify gaps, delays and inefficiencies, and highlight examples of good practice. By Nov 2008</del></p> <p><del>Agree a list of protocols, identify named officers to draft the new protocols and set the dates for them to be completed and implemented. By Dec 2008</del></p> <p>Complete, approve and implement new protocols. By June 2009</p>	<p><del>Protocols written and approved.</del></p> <p>Procedures amended and training provided.</p>	<p>Work in progress</p>
<p><b>ONE: Actively support and promote a partnership approach to tackling homelessness</b></p>	<p>4. Review the roles, responsibilities and access arrangements of advice support and accommodation providers.  (By Sept 2009) Revised date to be agreed</p>	<p>Survey all advice, support and accommodation providers. By Jan 2009</p> <p>HSIG to review survey results and recommend changes to existing practice. By March 2009</p> <p>HSIG representatives to meet service providers to discuss recommendations. By April 2009</p> <p>Service providers to implement agreed changes. By Sept 2009</p>	<p>Survey of service providers undertaken.</p> <p>Survey of service providers undertaken.</p> <p>Meeting with service providers to explore new ways of working.</p>	<p>Work in progress</p>

			Service changes implemented.	
<b>ONE: Actively support and promote a partnership approach to tackling homelessness</b>	<p>5. Produce a directory of homelessness services.</p> <p>(By Sept 2009) Revised date to be agreed</p>	<p>Survey all advice, support and accommodation providers. By Jan 2009</p> <p>HSIG to review survey results and to consider the Communications Group's recommendations about the format of the directory. By March 2009</p> <p>Collate, format and publish the homelessness directory. By Aug 2009</p> <p>Distribute the directory. By Sept 2009</p>	<p>Survey of service providers undertaken.</p> <p>Directory written and approved.</p> <p>Directory published and distributed.</p>	Work in progress
<b>ONE: Actively support and promote a partnership approach to tackling homelessness</b>	<p>6. Work proactively with local RSLs and Homes for Haringey to ensure the success of Haringey's Area Based Homelessness Action Planning pilot.</p> <p>(By April 2010)</p>	<p>Agree a programme of meetings and seminars. By Aug 2008</p> <p>Draft (and consult on) the Joint Homelessness Action Plan. By April 2009</p> <p>Launch Haringey's Joint Homelessness Action Plan. By July 2009</p> <p>Evaluate and publish the results and lessons learned. By April 2010</p>	<p>Joint Homelessness Action Plan drafted.</p> <p>Joint Homelessness Action Plan approved.</p> <p>Joint Homelessness Action Plan launched.</p> <p>Pilot scheme evaluated and</p>	Work in progress

			results published.	
<b>FOUR : Provide choice and encourage independence</b>	<p>29. Work proactively with the Council's Recycling Service and Haringey's largest employers to create local training and employment opportunities for homeless people.</p> <p><del>(By Jan 2009)</del> Revised date to be agreed</p>	<p>Explore the scope for the Council's Recycling Service and Haringey's largest employers to provide homeless households with access to training, work placement and employment opportunities through the Haringey Guarantee and other schemes. By Jan 2009</p>	<p>Formal links between Haringey Guarantee and the Council's Recycling Service and Haringey's largest employers, providing homeless households with access to training, work placement and employment opportunities.</p>	<p>Work in progress</p>
<b>FOUR : Provide choice and encourage independence</b>	<p>30. Establish an employment skills surgery for residents of temporary accommodation.</p> <p><del>(By June 2009)</del> Revised date to be agreed</p>	<p>Assess the merits, resource implications and feasibility of providing regular employment skills surgeries for residents of temporary accommodation. By Jan 2009</p> <p>Consult service users on the need for the service and where and how it should be delivered, so as to maximise take-up and ensure that it makes a tangible difference. By March 2009</p> <p>Hold the first surgery. By June 2009</p>	<p>First employment skills surgery held.</p>	<p>Work in progress</p>

<p><b>EIGHT : Improve customer service, involvement and satisfaction</b></p>	<p>55. Improve the quality of customer care and ensure that all customers are treated with courtesy and respect.</p> <p>(By April 2009) Revised date to be agreed</p>	<p>1) Produce and publish service standards for all organisations that support or advise people who are homeless or at risk of homelessness. By April 2009</p> <p>2) Establish a Customer Service Forum and a Mystery Shopping Team, comprising past and present service users, to discuss and monitor the quality of customer care. By April 2009</p> <p>3) Undertake periodic exit surveys in the Customer Service Centres, together with an annual postal survey, inviting service users to provide feedback on the quality of service they have received. By April 2009 onwards</p> <p>4) Scrutinise, and learn from, customer complaints. By April 2009</p> <p>5) Monitor the way in which telephone calls and interviews are conducted By April 2009</p> <p>6) Provide staff with additional customer service training. By April 2009</p>	<p>Service standards produced and published.</p> <p>Customer Service Focus Group and Mystery Shopping Group established.</p> <p>Annual customer survey undertaken.</p> <p>Customer complaints scrutinised</p>	<p>Work in progress</p>
<p><b>EIGHT : Improve customer service, involvement and satisfaction</b></p>	<p>58. Develop and actively promote a range of opportunities for service users to get involved in</p>	<p><del>1) Consult with service users to find out how they want to be consulted and how they would like to be involved in helping to improve services, such as:</del></p> <ul style="list-style-type: none"> <li><del>▪ Surveys / questionnaires</del></li> </ul>		<p>Work in progress</p>

	<p>shaping, monitoring and improving services.</p> <p>(By June 2009) Revised date to be agreed</p>	<ul style="list-style-type: none"> <li>▪ Focus groups / workshops</li> <li>▪ Improvement network</li> <li>▪ Customer Service Forum</li> <li>▪ Mystery shopping</li> <li>▪ Service improvement groups / homelessness strategy delivery groups (Due April 2009)</li> </ul> <p>2) Develop efficient and effective ways of keeping service users informed about new or improved services, and the performance of services. (Due June 2009)</p> <p>3) Actively promote the benefits of getting involved, ensuring that all activities are widely publicised well in advance. By June 2009 onwards</p> <p>4) Develop and maintain close working relationships between the Council's homelessness service and local groups, (including those comprising and/or representing disabled people, BME households, lone parents and members of the LGBT community) and use them to better understand the reasons why certain groups become homeless, how this can be</p>	<p>Agreement reached on the main methods that will be used to involve service users in the improvement of local homelessness services</p> <p>Efficient and effective methods introduced to keep service users informed.</p> <p>The benefits of service user involvement being actively promoted.</p> <p>Improved relations with service users and local groups, together with better understanding of the needs of certain groups.</p>	<p>Work in progress</p>
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		prevented and how their needs can best be met. (Due April 2009 onwards)		
<b>EIGHT : Improve customer service, involvement and satisfaction</b>	59. Produce and publicise an annual programme of consultation and service user involvement. (By April 2009) Revised date to be agreed	HSIG to co-ordinate and publish an annual programme of events and activities relating to service user consultation and involvement. By April 2009	Annual programme of consultation and involvement published and distributed.	Work in progress
<b>EIGHT : Improve customer service, involvement and satisfaction</b>	60. Improve communication and the co-ordination of services, encouraging joint-working and meeting customer's needs more quickly and efficiently.  (By June 2009) Revised date to be agreed	1) <del>Review the information sharing and referral arrangements between services, and identify areas for improvement. By Nov 2009</del>  2) Develop and implement joint protocols that clarify, improve and streamline the information sharing and referral arrangements. By June 2009  3) Support and promote the work of Haringey's Homelessness Forum and Single Homelessness Forum. By June 2009	Protocols developed and implemented.  Improved support for the Homelessness Forum and Single Homelessness Forum.	Work in progress

<p><b>NINE : Ensure that our policies are fair, transparent and widely understood</b></p>	<p>61. Consult with, and brief, partner agencies to ensure that they are familiar with our policies and procedures and understand the reasons for them.</p> <p>(By Feb 2010)</p>	<p>1) Arrange for each service provider to supply the Communications Delivery Group with copies of their key policies and procedures relating to homelessness. By April 2009</p> <p>2) Review and amend the policies and procedures to ensure that they are clear and that the reasoning behind them can be understood. By Oct 2009</p> <p>3) Arrange briefing sessions for partner agencies to assist their understanding of the policies and procedures. By Feb 2010</p>	<p>Policies and procedures reviewed and amended</p> <p>Protocols developed and implemented.</p> <p>Briefing sessions provided for partner agencies.</p>	<p>Work in progress</p>
<p><b>NINE: Ensure that our policies are fair, transparent and widely understood</b></p>	<p>62. Use an evidence based approach to the development of new and existing policies and procedures.</p> <p>(By Oct 2009) Revised date to be agreed</p>	<p>Establish a homelessness ‘evidence base’ (comprising key data from consultation, surveys and research, and details of new initiatives and services established to tackle homelessness) that is held and maintained centrally. By Oct 2009</p> <p>Develop guidance on how to produce evidence-based homelessness policies and procedures. By Oct 2009</p>	<p>Homelessness ‘evidence base’ established.</p> <p>Guidance developed on producing evidence based homelessness policies and procedures</p>	<p>Work in progress</p>

## Children, Young People and Families Delivery Group

STRATEGIC PRIORITY	KEY ACTION	SPECIFIC ACTIONS/Action Update	MEASURABLE OUTPUTS	MINUTES
<p><b>TWO: Invest in early intervention and effective homelessness prevention</b></p>	<p>9. Improve procedures for dealing with care leavers, in order to improve planned move on and the prevention of homelessness.</p> <p><del>(By April 2009)</del> Revised date to be agreed</p>	<p>1) Undertake research to identify examples of good practice. By May 2009</p> <p>2) Review existing procedures in consultation with principal stakeholders. As part of this action, identify opportunities for improvement, particularly in relation to the prevention of homelessness and the accessing of appropriate housing and support. By May 2009</p> <p>3) Produce new procedures for the planned move-on of care leavers. By July 2009</p>	<p>Themed workshops held to map and review the existing arrangements and explore opportunities for homelessness prevention and planned move-on.</p> <p>Protocol approved.</p> <p>Procedures amended and training provided.</p>	<p>Work in progress</p>
<p><b>TWO: Invest in early intervention and effective homelessness prevention</b></p>	<p>16. Develop and promote a range of services and interventions for young people (including mediation, supported lodgings and mentoring) to prevent</p>	<p>1) Undertake research to understand the needs of homeless young people and the reasons why young people become homeless. This research should include an analysis of ethnicity, sexual orientation, worklessness, teenage pregnancy, educational attainment, family support networks and involvement in other services. By April 2009</p>	<p>Research report completed and recommendations made as to how further early interventions and support can be provided to young people.</p>	<p>Work in progress</p>

	<p>homelessness and sustain tenancies.</p> <p><del>(By Dec 2009)</del> Revised date to be agreed</p>	<p>2) Undertake research to identify good practice. By April 2009</p> <p>3) Evaluate each of the services (including floating services) and interventions, based on their success in preventing homelessness and sustaining young people's tenancies. By July 2009</p> <p>4) Consult with service users, the Haringey Youth Council and other stakeholders. By Sept 2009</p> <p>5) Brief HSIG on the options with a view to them being incorporated into a youth homelessness plan. By Sept 2009</p> <p>6) Implement recommendations of the HSIG. By Dec 2009 onwards</p>	<p>Services and interventions evaluated.</p> <p>Preferred options approved by HSIG.</p> <p>Services and interventions introduced.</p>	
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<p><b>TWO: Invest in early intervention and effective homelessness prevention</b></p>	<p>17. Provide schools, pupil support centres, colleges, and the Youth Service with advice and support to help them run a 'Leaving Home' project for 14-16 year olds, enabling young people to make informed choices about their future housing.</p> <p>(By April 2010)</p>	<p>1) Undertake research to identify good practice. By Aug 2009</p> <p>2) <del>Meet with Education and the Youth Service to determine the content and format of the 'Leaving Home' project. By Oct 2009</del></p> <p>3) Consult with service users, the Haringey Youth Council and other stakeholders, and determine the level of resources required to offer the project to all secondary schools in Haringey. By Sept 2009</p> <p>4) Brief HSIG on the options with a view to the 'Leaving Home' project being incorporated into a youth homelessness plan. By Dec 2009</p> <p>5) Implement the decisions reached by HSIG, preparing the content of the 'Leaving Home' sessions and arranging training for the facilitators. By April 2010</p> <p>6) Commence delivery of 'Leaving Home' sessions. By April 2010</p>	<p>'Leaving Home' project content approved.</p> <p>Facilitators trained.</p> <p>First 'Leaving Home' sessions delivered.</p>	<p>Work in progress</p>
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<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>47. Adopt a shared strategic approach to the provision of housing and support for homeless children and young people.</p> <p>(By July 2009) Revised date to be agreed</p>	<p>1) Undertake research to understand the reasons why families with children become homeless, the effects of homelessness on children, and the housing and support needs of homeless families. This will include analysis of how often children move home and / or school, how far they have to travel to school, whether or not they are registered with a GP, and the impact on school attainment levels, health and the well being of children assessed as being 'at risk'. By April 2009</p> <p>2) Make recommendations to improve early intervention and support through better, joined-up services. By April 2009</p> <p>3) Organise a workshop, attended by staff from Housing and Children's Services and relevant stakeholders to map existing provision, highlight the gaps, and prioritise future service provision and improvements. By May 2009</p> <p>4) Set out a shared, three year vision, with clear objectives, planned outcomes and defined measures of success. By July 2009</p>	<p>Research report completed, and recommendations made for early intervention and support families through joined-up services.</p> <p>Workshops held.</p> <p>Three year vision developed.</p>	<p>Work in progress</p>
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<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>48. Improve joint working (especially between Housing and Children's Services) to help children and young people achieve the 5 'Every Child Matters' outcomes.</p> <p>(By April 2009) Revised date to be agreed</p>	<p>1) Organise a workshop, attended by staff from Children's Services and Housing, to determine how the teams can work more effectively together to achieve the 5 outcomes in 'Every Child Matters'. By Dec 2008</p> <p>2) Amend the assessment procedures used by the Housing Advice and Homelessness Teams to incorporate the Common Assessment Framework. By April 2009</p> <p>3) Ensure that joint protocols are produced, approved and implemented for referrals, joint working and information sharing (See Key Action 3). By April 2009</p>	<p>Workshop held.</p> <p>Common Assessment Framework used by Housing Advice and Homelessness Teams.</p> <p>Joint protocols produced, approved and implemented.</p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of young people and focus on homelessness prevention.</p> <p>(By Feb 2009) Revised date to be agreed</p>	<p><del>Organise a workshop, attended by relevant stakeholders and staff from Housing and Children's Services, to identify practical ways in which services for young people could be more successful in preventing homelessness and meeting the specific needs of service users. By May 2009</del></p> <p>Produce an action plan. By July 2009</p>	<p><del>Workshop held.</del></p> <p>Action plan produced</p>	<p>Work in progress</p>

<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of young people and vulnerable adults, and focus on homelessness prevention.</p> <p>(By Jan 2009) Revised date to be agreed</p>	<p>Consult with service users to establish what changes they think would make the services more joined-up and responsive to their needs. By Sept 2009</p>	<p>Consultation with service users completed.</p>	<p>Work in progress</p>
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<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>50. Undertake holistic needs assessments and tailor support packages to the specific needs of families.</p> <p>(By Sept 2009) Revised date to be agreed</p>	<p>Assist the assessment process by producing a checklist of support needs. By Sept 2009</p> <p>Ensure that all services use the same process for assessing the needs of families in respect of housing, health, recreation, education, training and employment. By Sept 2009</p>	<p>Checklist of support needs produced.</p> <p>Same assessment process used by all services.</p>	<p>Work in progress</p>
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<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>53. Address the needs of children who have special needs, complex medical conditions or child protection plans.</p> <p><del>(By June 2009)</del> Revised date to be agreed</p>	<p>Assess the children's needs, in consultation with service users and stakeholders, and identify practical ways in which those needs can be better addressed. By July 2009</p> <p>Produce, approve and implement new procedures and protocols that address the children's needs (such as ensuring that they are not placed outside the borough, information is shared within agreed timescales and a care and support package is put in place prior to any move) and clearly define everyone's roles in the process. By July 2009</p>	<p>Children's needs assessed.</p> <p>New procedures and protocols produced and approved.</p> <p>New procedures and protocols implemented.</p> <p>Training provided.</p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>54. Address the needs of children who are carers for disabled parents, are not at school, have been placed outside Haringey, moved because of domestic violence or whose parents have been found intentionally homeless.</p> <p><del>(By June 2009)</del> Revised date to be agreed</p>	<p>Assess the children's needs, in consultation with service users and stakeholders, and identify practical ways in which those needs can be better addressed. By May 2009</p> <p>Produce, approve and implement new procedures and protocols that address the children's needs and reduce the risk of them becoming socially excluded and missing out on education and health development checks (such as ensuring that information is shared within agreed timescales and a care and support package is put in place prior to any move) and clearly define everyone's roles in the process. By June 2009</p>	<p>Children's needs assessed.</p> <p>New procedures and protocols produced and approved.</p> <p>New procedures and protocols implemented.</p> <p>Training provided.</p>	<p>Work in progress</p>

## Vulnerable Adults Delivery Group

STRATEGIC PRIORITY	KEY ACTION	SPECIFIC ACTIONS/Action Update	MEASURABLE OUTPUTS	MINUTES
<p><b>TWO: Invest in early intervention and effective homelessness prevention</b></p>	<p>9. Improve procedures for dealing with hospital discharge and prison leavers, in order to improve planned move on and the prevention of homelessness.</p> <p>(By June 2009) Revised date to be agreed</p>	<p>Undertake research to identify examples of good practice. By Dec 2008</p> <p>Review existing procedures in consultation with principal stakeholders. By Jan 2009</p> <p>Identify opportunities for improvement, particularly in relation to the prevention of homelessness and the accessing of appropriate housing and support. By Jan 2009</p> <p>Produce new procedures for the planned move-on of hospital patients, prison leavers and care leavers. By April 2009</p>	<p><del>Themed workshops held to map and review the existing arrangements and explore opportunities for homelessness prevention and planned move on.</del></p> <p>Separate protocol approved for each client group.</p> <p>Procedures amended and training provided.</p>	<p>Work in progress</p>
<p><b>TWO: Invest in early intervention and effective homelessness prevention</b></p>	<p>10. Actively promote take-up of the Sanctuary scheme (offering victims of violence the option of remaining in their homes).</p>	<p><del>Undertake research into the needs of victims of domestic violence who are homeless or at risk of homelessness, in order to learn more about domestic violence (including forced marriage), the ethnicity of victims and its impact on children and young people. By April 2009</del></p> <p>Undertake research to establish the</p>	<p>Research reports completed with recommendations to provide further early intervention and support for victims of domestic violence.</p>	<p>Work in progress</p>

		<del>relationship between domestic violence, substance misuse and mental health, the extent to which same sex relationships are affected by domestic violence, and the housing and support needs of people living in same sex relationships affected by domestic violence. By June 2009</del>		
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<b>FOUR : Provide choice and encourage independence</b>	<p>31. Assess the merits and feasibility of introducing a Pathways approach to supported housing.</p> <p><del>(By June 2009)</del> Revised date to be agreed</p>	<p>Using historical data, review the level of demand for the assessment of homeless households. By Jan 2009</p> <p>Identify accommodation that would be suitable for use as a first stage assessment unit. By March 2009</p> <p>Identify supported housing units that would be suitable for use as medium term housing. By March 2009</p> <p>Identify accommodation that would be suitable for use as settled, long term housing. By March 2009</p> <p>Prepare a report, for HSIG, setting out recommendations. By June 2009</p>	<p>Assessment unit, medium term housing and long term housing identified and agreed.</p> <p>HSIG to consider the recommendations</p>	Work in progress
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<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p> <p>(By Nov 2010)</p>	<p><del>Organise a workshop, attended by relevant stakeholders and staff from Housing and Adult Social Care, to identify practical ways in which services for vulnerable adults could be more successful in preventing homelessness and meeting the specific needs of service users. By Dec 2008</del></p>	<p><del>Workshop held.</del></p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p><del>Review the role of the Vulnerable Adults Team to ensure that it achieves its full potential in preventing homelessness and meeting housing and support needs. By Dec 2008</del></p>	<p><del>Role of Vulnerable Adults Team reviewed.</del></p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Undertake research to understand the reasons why BME households become homeless and why they account for a disproportionate number of households that become homeless in Haringey, and establish the housing and support needs of homeless BME households. By April 2009</p>		<p>Work in progress</p>

<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Make recommendations to improve early intervention and support for BME households, and remove barriers to accessing services, through better, joined-up services. By April 2009</p>	<p>Research report completed with recommendations for further early intervention and support services for BME households</p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Investigate the possible future impact on services if A8 nationals have full access to public funds from 2011. By Nov 2009</p>	<p>Report completed on possible future impacts on homelessness in Haringey.</p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Undertake research to understand the reasons why disabled people become homeless, and establish the number of homeless people that have a disability and the housing and support needs of homeless disabled people. By Nov 2009</p>		<p>Work in progress</p>

<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Establish the number of carers, and the number of families containing a disabled child, living in temporary accommodation, together with the housing and support needs of those households. By Nov 2009</p>		<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Make recommendations to improve early intervention, support and housing options for disabled people (including children) and their carers and families, and remove barriers to accessing services, through early intervention and better, joined-up services. By April 2010</p>	<p>Research report completed with recommendations for further early intervention and support services for disabled people.</p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Undertake research to understand the reasons why gypsies and travellers become homeless, and establish the housing and support needs of those who are homeless or at risk of homelessness. By April 2010</p>		<p>Work in progress</p>

<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Make recommendations to improve early intervention, support and housing options for gypsies and travellers, and remove barriers to accessing services, through better, joined-up services. By April 2010</p>	<p>Research report completed with recommendations for further early intervention and support services for gypsies &amp; travellers.</p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Undertake research to understand the reasons why single men become homeless – particularly ex-offenders and young men – and establish the housing and support needs of homeless single men. This will include analysis of the reasons why single men become homeless and why they are less likely to access statutory services. By April 2010</p>	<p>Research report completed with recommendations for further early intervention and single homeless men.</p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Make recommendations to improve early intervention and support (including family mediation), and remove barriers to accessing services, for single homeless men through better, joined-up services. By April 2010</p>		<p>Work in progress</p>

<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Undertake research to understand the reasons why members of the LGBT community become homeless and establish the housing and support needs of LGBT households and the extent to which they find it difficult to access homelessness services. By Nov 2010</p>		<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>49. Provide joined-up services that are responsive to the needs of vulnerable adults, and focus on homelessness prevention.</p>	<p>Make recommendations to improve early intervention and support, and remove barriers to accessing services, for members of the LGBT community through better, joined-up services. By Nov 2010</p>	<p>Research report completed with recommendations for further early intervention and support services for members of the LGBT community.</p>	<p>Work in progress</p>
<p><b>SEVEN : Work proactively to safeguard children and vulnerable adults</b></p>	<p>50. Undertake holistic needs assessments and tailor support packages to the specific needs of vulnerable adults.  (By Sept 2009) Revised date to be agreed</p>	<p>Assist the assessment process by producing a checklist of support needs. By April 2009</p> <p>Ensure that all services use the same process for assessing the needs of vulnerable adults in respect of housing, health, recreation, education, training and employment. By Sept 2009</p>	<p>Checklist of support needs produced.</p> <p>Same assessment process used by all services.</p>	<p>Work in progress</p>

## Rough Sleepers Steering Group

STRATEGIC PRIORITY	KEY ACTION	SPECIFIC ACTIONS/Action Update	MEASURABLE OUTPUTS	MINUTES
<b>TWO: Invest in early intervention and effective homelessness prevention</b>	<p>8. Undertake a rough sleepers count and develop a strategy for reducing rough sleeping in Haringey.</p> <p>(By March 2009) Revised date to be agreed</p>	<p><del>Organise and undertake a local rough sleepers count in accordance with government guidance. By Nov 2008</del></p> <p>Produce, in consultation with all stakeholders, a multi agency strategy and action plan for tackling rough sleeping in Haringey. By March 2009</p>	<p><del>Rough sleepers count completed.</del></p> <p>Multi agency rough sleepers strategy approved.</p>	Work in progress
<b>TWO: Invest in early intervention and effective homelessness prevention</b>	<p>14. Establish an assertive outreach service to help rough sleepers off the street.</p> <p>(By Sept 2009) Revised date to be agreed</p>	<p><del>Discuss the rough sleepers count and strategy with Haringey Council and the CLG, and request funding for an outreach service. By March 2009</del></p> <p>Subject to funding, set up an outreach service. By Sept 2009</p>	<p>Application for funding submitted.</p> <p>Outreach service established (subject to funding).</p>	Work in progress

## Move-on Strategy Steering Group

STRATEGIC PRIORITY	KEY ACTION	SPECIFIC ACTIONS/Action Update	MEASURABLE OUTPUTS	MINUTES
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Strategy to be written and delivered.

### Housing Options and Temporary Accommodation Delivery Group

STRATEGIC PRIORITY	KEY ACTION	SPECIFIC ACTIONS/Action Update	MEASURABLE OUTPUTS	MINUTES
<b>TWO: Invest in early intervention and effective homelessness prevention</b>	15. Devise better ways of engaging with BME households in order to prevent homelessness and encourage the take-up of housing options.  (By Jan 2010)	<del>Establish the main reasons for homelessness, confirm the resources / services required and available, and consider co-location of staff and the use of surgeries. Due April 2009</del>  Submit recommendations, about new service, to HSIG. By Sept 2009  Launch the new service. By Jan 210	Main reasons for homelessness established.  Business case submitted to HSIG.  New multi agency service established (subject to funding).	Work in progress
<b>THREE: Increase the supply of affordable homes</b>	18. Set up a rent deposit scheme for homeless people deemed by the Council not to be in 'priority need'.  (By July 2009) Revised date to be	Identify and evaluate local rent deposit schemes for single homeless people. By Nov 2008  Establish which voluntary and community sector organisation is best placed to deliver a successful scheme in Haringey. By Feb 2009	Rent deposit scheme administrator selected.	Work in progress

	agreed	<p>Set up a consortium of potential funding sources to share the running costs of the scheme (rental deposits, administration, staffing, etc). By April 2009</p> <p>Agree the eligibility criteria and referral arrangements. By April 2009</p> <p>Launch the scheme. By July 2009</p>	<p>Funding secured.</p> <p>Eligibility criteria and referral arrangements agreed.</p> <p>First placement confirmed.</p>	
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<p><b>THREE:</b> Increase the supply of affordable homes</p>	<p>20. Make it easier for low income households to access the private rented sector, and maximise the Council's tenancy nominations rights to private rented accommodation.</p> <p>(By Dec 2009) Revised date to be agreed</p>	<p><del>1) Actively market the services provided by the multi skilled Private Sector Lettings Team. By Nov 2008</del></p> <p>2) Develop a strategy for recruiting, and engaging with, landlords of good quality, well managed, affordable private rented homes in Haringey. By Feb 2009</p> <p>3) Review and rationalise the various lettings schemes operated by the Council. By April 2009</p> <p>4) Review the terms of reference of the Landlords Forum. By April 2009</p> <p>5) Develop and implement a 'hybrid' leasing and letting scheme involving a one year lease followed by 2 or 3 years' nomination rights. By April 2009</p> <p><del>6) Formalise the arrangement by which the Council receives tenancy nomination rights in return for financial assistance. By April 2009</del></p> <p>7) Publish a 'Good Lettings Guide' for private landlords. By Dec 2009</p>	<p>New leasing and letting scheme developed.</p> <p>'Good Lettings Guide' published.</p>	<p>Work in progress</p>
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<p><b>THREE:</b> Increase the supply of</p>	<p>21. Make best use of Haringey's social housing stock by</p>	<p>1) Review the financial and support packages offered to tenants of social housing who are under occupying family sized homes and are willing to 'downsize'</p>		<p>Work in progress</p>
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<p><b>affordable homes</b></p>	<p>minimising voids and reducing the number of under occupied family homes.</p> <p>(By June 2009) Revised date to be agreed</p>	<p>to a smaller home. By Oct 2008</p> <p>2) Reduce, to 140, the number of voids in council housing and reduce, to a minimum, void turnaround times. By Dec 2008</p> <p>3) Develop a borough-wide scheme to encourage council and housing association tenants to transfer from their under occupied homes to properties with fewer bedrooms. By Dec 2008</p> <p>4) Introduce an adapted properties register and a common register of overcrowded and under occupied homes that will assist the ‘matching’ of tenants and homes for mutual exchanges. By April 2009</p> <p><del>5) Facilitate mutual exchanges between tenants of under occupied homes and tenants of overcrowded homes. By June 2009</del></p>	<p>A maximum of 140 Homes for Haringey voids.</p> <p>Borough wide under occupation scheme.</p> <p>Common register of overcrowded and under occupied homes.</p>	
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<p><b>THREE:</b> Increase the supply of affordable homes</p>	<p>22. Provide tenants of social housing with the advice and assistance required to enable them to move successfully into the private rented sector.</p> <p>(By July 2009) Revised date to be agreed</p>	<p>Extend the rent deposit schemes to assist tenants of social housing who are seriously overcrowded and <u>either</u> do not have sufficient priority to receive a transfer <u>or</u> would prefer to secure a move out of Haringey. By April 2009</p> <p>Work proactively with Homes for Haringey and the RSLs to help tenants in social housing to make informed decisions on whether or not to move into private rented accommodation. By July 2009</p> <p>Publish a leaflet describing the benefits of the scheme and the eligibility criteria. By July 2009</p>	<p>Leaflet published.</p>	<p>Work in progress</p>
<p><b>THREE:</b> Increase the supply of affordable homes</p>	<p>23. Make best use of local supported housing.</p> <p>(By April 2009) Revised date to be agreed</p>	<p>1) Carry out a comprehensive audit of all supported housing projects (excluding sheltered housing and extra care) in Haringey, to map existing provision, note the access criteria and nomination arrangements, and assess voids and turnover. By Jan 2009</p> <p>2) Assess the level of unmet demand and the extent to which residents are able to move on when they are ready for independent living. By Feb 2009</p> <p>3) Review the access criteria, referral arrangements and outcomes of nominations, to ensure that supported</p>	<p>Audit of supported housing completed.</p> <p>Access criteria, referral arrangements and</p>	<p>Work in progress</p>

		<p>housing is being used efficiently and by those who will derive most benefit from it. By March 2009</p> <p>4) Develop an inclusive, multi agency Move-On Strategy that addresses the move-on needs of the residents of supported housing. By April 2009</p>	<p>nominations reviewed.</p> <p>Multi agency Move-On Strategy approved.</p>	
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<p><b>FOUR : Provide choice and encourage independence</b></p>	<p>32. Meet all residents of TA at least once every 6 months, to note any change in their needs or circumstances, discuss their housing options, attend to any concerns and help them access services.</p> <p>(By July 2010) Revised date to be agreed</p>	<p><del>Review the circumstances of all residents of temporary accommodation, ensuring that no more than two years have elapsed since the last visit or interview. By Jan 2009</del></p> <p>Prepare and implement new procedures, including systems for monitoring performance and outcomes, to ensure that all households living in temporary accommodation receive a face-to-face Housing Options Review, as a matter of routine, once every 6 months. By Feb 2009</p> <p>Develop automated systems for diarising the six-monthly Housing Options Reviews. By April 2009</p> <p>Ensure that everyone in TA receives a face-to-face Housing Options Reviews once every 6 months. By July 2010 onwards</p>	<p>Diarised, 6-monthly Housing Options Reviews</p>	<p>Work in progress</p>
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<p><b>FIVE : Halve, by March 2010, the number of residents in temporary accommodation</b></p>	<p>34. Amend the lettings policy to ensure that it assists the prevention of homelessness and reduced use of TA.</p> <p>(By Jan 2009) Revised date to be agreed</p>	<p><del>Propose changes to the lettings policy to help prevent homelessness and support Haringey's objective of halving the number of households in TA by 2010.</del></p> <p><del>Test the new points system to ensure that it meets the objectives of the policy.</del></p> <p>Approve and Implement the new lettings policy.</p>	<p><del>Changes to policy proposed and tested.</del></p> <p>New lettings policy approved and implemented.</p>	<p>Work in progress</p>
<p><b>FIVE : Halve, by March 2010, the number of residents in temporary accommodation</b></p>	<p>38. Invest in voluntary and community sector support providers to assess the needs of households in TA and prepare them for move on.</p> <p>(By April 2009) Revised date to be agreed</p>	<p>Organise a workshop with support providers to discuss the benefits of them playing a pivotal role in providing up-to-date needs assessments (that will inform the type of home that is left to them) and preparing families to move on, successfully, into settled accommodation. By June 2009</p> <p>Develop a common method for assessing families' housing and support needs, together with a standard check list for move-on. By July 2009</p> <p>Estimate the additional financial cost that support providers are likely to incur (over and above what they are already funded to provide) when preparing families for move-on, and identify the resources required to fund it. By Aug 2009</p>	<p>Workshop held</p> <p>Common method used to assess families' housing and support needs</p> <p>Additional funding quantified and found</p>	<p>Work in progress</p>

		Work intensively with those families that are in greatest need, have the highest number of points and have spent longest in TA, to prepare and support them in their move to a settled home. By Aug 2009 onwards	Intensive work undertaken with families to help them move into a settled home	
<b>FIVE : Halve, by March 2010, the number of residents in temporary accommodation</b>	39. Work proactively with RSLs to convert temporary homes into settled accommodation. <del>(By March 2009)</del> Revised date to be agreed	Organise a workshop with the RSLs (as part of Haringey's Joint Action Planning pilot) to discuss the opportunities to convert temporary homes into settled accommodation. By Sept 2009  Produce a three year plan to prepare for future conversions in a managed way that contributes positively to the successful implementation of the Homelessness Strategy and the TA Reduction Plan. By Dec 2009  Implement the 3 year plan.	Workshop held  Three year plan developed  Three year plan implemented	Work in progress

<p><b>SIX : Improve the quality and suitability of temporary accommodation</b></p>	<p>40. In consultation with service users and stakeholders, produce new guidance covering the procurement and allocation of TA, and transfers within TA.</p> <p>(By April 2009) Revised date to be agreed</p>	<p><del>Facilitate a series of Focus Groups, for service users and stakeholders, to determine the nature, quality and location of the TA that is procured, how it should be allocated and the circumstances in which TA residents will be prioritised for a transfer to alternative TA. By June 2009</del></p> <p>Issue and implement new guidance on the procurement and allocation of TA, together with transfers within TA. By Aug 2009</p>	<p><del>Focus Group held</del></p> <p>New guidance on the procurement and letting of TA issued and implemented</p>	<p>Work in progress</p>
<p><b>SIX : Improve the quality and suitability of temporary accommodation</b></p>	<p>41. Improve the physical condition of TA (ensuring that all properties are well-managed and that all repairs are completed within agreed timescales) through routine inspections and by ensuring the robust enforcement of contracts and standards.</p> <p>(By April 2009) Revised date to be agreed</p>	<p>1) Amend the terms of the Council's contracts relating to leased and licensed TA, to ensure that the standard of the accommodation and the timescales for completing repairs are unambiguous and meet the needs of the Council and the residents of TA. By May 2009</p> <p>2) Review the arrangements for inspecting and enforcing standards in TA, and publish new guidance to ensure that all TA is inspected at least once a year and that contracts and standards are robustly enforced by the Council. By Aug 2009</p> <p>3) Undertake annual customer surveys, inviting residents of TA to provide feedback on the condition and suitability of TA. By April 2009</p>	<p>Council's contract terms amended</p> <p>New guidance issued on inspection and enforcement of TA conditions</p> <p>Annual customer surveys undertaken</p>	<p>Work in progress</p>

		4) Establish a TA Management Group that meets once every 4 months to receive reports on performance (including the response to complaints and requests for repairs and inspections). Meetings will be attended by Council officers, service users and a selection of RSL /private suppliers of temporary accommodation. By Sept 2009 onwards	TA Management Group established	
<b>SEVEN : Work proactively to safeguard children and vulnerable adults</b>	52. Ensure that households move on to suitable accommodation, with the support they need.  (By Sept 2009) Revised date to be agreed	Amend existing procedures to ensure that, with the help of checklists, unmet housing and support needs are identified at an early stage and that, as a consequence, visits, interviews and Housing Options Reviews lead to information sharing, referrals and follow-up action. By Aug 2009  Provide training on the new procedures. By Sept 2009	Procedures amended  Training Provided	Work in progress
<b>EIGHT: Improve customer service, involvement and satisfaction</b>	56. Manage the expectations of customers better, by publicising the location of social housing, together with details of average waiting times and how often homes become available.	1) Improve the quality and consistency of the advice given to housing applicants on their housing prospects and ensure that this advice is reinforced, as a matter of routine, in telephone calls, interviews and letters. By April 2009 onwards  2) Produce an interactive guide for housing applicants, showing the number of council and housing association homes in each ward (broken down on the basis of property type and the number of	Interactive guide operational.  Better and more frequent advice	Work in progress

	(By Sept 2009) Revised date to be agreed	bedrooms) and showing how many vacancies have occurred (for each size and type of property) in each of the last 3 years. By Sept 2009	given to applicants on their housing prospects.	
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## Gypsies & Travellers Strategy Steering Group

STRATEGIC PRIORITY	KEY ACTION	SPECIFIC ACTIONS/Action Update	MEASURABLE OUTPUTS	MINUTES
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Strategy to be written and delivered.

