

# North Devon District Council

## Homelessness Strategy 2003-2008

This Strategy is based on the findings of the Homelessness Review which is available on the Council's website at [www.northdevon.gov.uk](http://www.northdevon.gov.uk)

To comment on the Homelessness Strategy or Review please contact us by:-

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## **Acknowledgements**

North Devon District Council would like to thank all the agencies and individuals who have participated in, and contributed to, the development of this Homelessness Review and Strategy, particularly members of the Homelessness Strategy Steering Group

## **Foreword**

The Homelessness Act 2002 presents a new radical agenda for homelessness, requiring housing authorities to undertake a more strategic, multi-agency approach to the prevention of homelessness and the housing of homeless households. The Homelessness Review is the first stage in the development of a Homelessness Strategy which must be published by 31 July 2003.

This Review and Strategy has involved the participation of many organisations and individuals in mapping existing services for homeless people, assessing future needs, and identifying gaps and overlaps in provision. The Review has informed the Homelessness Strategy in setting out how the Council and other stakeholders intend to tackle homelessness in the District.

The Council welcomes this opportunity to move forward from the crisis management approach to increasing numbers of homeless people, to focussing on preventing homelessness and enabling people to find and maintain suitable homes in the District.

However the Homelessness Review and Strategy also sets North Devon District Council a significant challenge. The rapid rise in house prices has priced the majority of local people out of the market. A small home averaging £117,723 is 5.1 times higher than the average working household income of just £23,000, placing North Devon 25th in the list of top 40 "crisis areas" identified by the JRF Report \*. On 31<sup>st</sup> March 2003 there were over 2,300 applicants on the Housing Register, but only 233 affordable homes became available for letting during the previous twelve months. Year on year affordable housing completions have been greatly exceeded by Right-to-Buy sales – in 2002/2003 53 homes were sold under the RTB but only 32 built or acquired by Registered Social Landlords. 213 households applied as homeless, of which 130 were accepted for re-housing. The Council must develop alternatives to bed-and-breakfast accommodation for homeless families which cannot be used after March 2004. Currently B&B is the major form of temporary accommodation – last year 131 homeless households were placed in bed-and-breakfast hotels at a net cost of £68,000. It is a considerable challenge to develop a homelessness strategy which delivers solutions – along with a culture change in perceptions of homelessness, housing need and suitable accommodation.

## **Members of the Homelessness Strategy Steering Group**

### **North Devon District Council:**

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Janice Robinson – Revenues and Benefits Manager  
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Wendy Butler – Citizens Advice Bureau  
Sue Back, c/o Mark Walker - Connexions  
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Chris Bray - Mental Health Team  
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If you have any comments or queries about this Homelessness Review please contact any member of the Steering Group or Anjie Mellett, Housing Advice Co-ordinator at:

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A copy of this document can be obtained in different formats such as large print, tape, Braille etc. and other languages on request to Anjie Mellett, Housing Advice Co-ordinator, contact details as above.

If you need advice about your housing circumstances please contact the Housing Advice Centre at 25 Boutport Street, Barnstaple, Devon, EX31 1RP  
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## **INTRODUCTION**

This Homelessness Strategy is based on the issues arising from the comprehensive Homelessness Review carried out from January to June 2003. The Strategy should be viewed in conjunction with the Review.

The aims of Review were to:

- Assess the levels and likely future levels of homelessness in the District
- Assess the activities and services provided which help prevent homelessness, help to find accommodation for homeless and potentially homeless people, or provide support for them, including support to prevent them from becoming homeless again
- Assess the resources available to the Authority and to social services, other public and voluntary organisations and agencies for providing these services
- Improve partnership working and develop multi-agency protocols and procedures. A key issue raised was that strategies should not be developed in isolation and the recommendations and priorities of this Review and Strategy inform, and are informed by, other relevant strategies (Section 3.5).
- To produce a Joint Directory of Local Services and Housing Options Pack, using the information from the Review

The Review was the foundation for developing the Homelessness Strategy which must enable North Devon to address the Government's objectives by including plans for:

- The prevention of homelessness
- Ensuring there is satisfactory support for people who are, or who may become homeless, or who need support to prevent them from becoming homeless
- Homelessness services provided by other agencies
- Ensuring there is sufficient accommodation available for people who are, or who may become, homeless – both temporary and permanent accommodation
- Ending the use of bed-and-breakfast accommodation for families by April 2004
- Supported housing
- The private rented sector

### **Action Points**

The Review contains a summary of Action Points. The Action Points highlight issues identified during the development of the Review, reflecting the needs, gaps and priorities to be addressed in the Strategy.

The Action Points were categorised into four major strategic themes relating to the priority objectives of the Strategy, with an additional fifth category for NDDC internal organisational issues. The themes were:

- Preventing homelessness – 14 Action Points
- Developing sufficient suitable accommodation – 15 Action Points
- Support for homeless people, to reduce repeat homelessness – 11 Action Points
- Strategy implementation – 15 Action Points
- NDDC organisational issues – 7 Action Points

The Action Points were subsequently prioritised and developed into Strategic Objectives by the Homelessness Strategy Steering Group, following consultation with other individuals and agencies involved with housing and homelessness, particularly during the Homelessness Strategy Seminar held at the Landmark Theatre, Ilfracombe on 18<sup>th</sup> June 2003.

The Strategy is initially for a five year period and will be monitored by the Homelessness Strategy Steering Group with members continuing to meet regularly to ensure the successful delivery of the strategy's objectives.

### **HOMELESS STRATEGY OBJECTIVES**

The Action Points translate into the following strategic objectives supported by specific aims, which encompass the individual Action Points.

- i To prevent people from becoming homeless by:**
- **strengthening the help available to people who are homeless or at risk of homelessness; and**
  - **developing more strategic approaches and new responses to tackle homelessness**

The most effective way of tackling homelessness is to intervene at the earliest opportunity in order to prevent homelessness occurring. In order to achieve this, we need to understand more fully the origins of homelessness within the district, particularly in relation to an applicant's homeless "history", and to strengthen, and promote the awareness of, all the services that can help – not just the Housing Advice Centre but other advice and support services provided by a wide range of local agencies.

The main causes of homelessness in the district are the loss of private rented accommodation (49%) and relationship breakdown (41%). The strategy aims to pro-actively target these main causes, and develop flexible and effective new responses and practical measures to prevent and significantly reduce the levels against these causes.

Aims:

- a. To undertake further research to improve our understanding of the origins of homelessness within the District
- b. To ensure that general advice on homelessness and the prevention of homelessness is comprehensive and effective
- c. To ensure that people who are at risk of homelessness are aware of, and have access to the services they may need to help them prevent homelessness e.g. advice, tenancy support, advocacy services
- d. To pro-actively target the private rented sector to prevent homelessness and find alternative accommodation
- e. To pro-actively target relationship breakdown, including the provision of mediation, reviewing procedures and improving assistance especially that provided to young people
- f. To set up an RSL Forum, jointly with Torrington DC, to share best practice to ensure that possession proceedings are taken only as the ultimate deterrent in accordance with Housing Corporation Standards

Outcomes:

- Reduced levels of homelessness against the main causes
- Reduced levels of repeat homelessness
- Ensure that reductions in rough sleeping are maintained at least two-thirds below 1998 levels

**ii To ensure satisfactory support for people who are, or may become, homeless**

We wish to provide a holistic approach to tackling homelessness, recognising it as a manifestation of social exclusion that may need to be tackled by focussing on the personal and social problems that can cause or contribute to homelessness. Working in partnership with other agencies we aim to fully assess the support needs of clients, including health, education, and social welfare, and identify the services that can best address those needs.

Aims:

- a. To facilitate the effective joint working arrangements with other agencies to ensure that the support needs of clients are fully assessed and provision made
- b. To work with other agencies to develop support for specific client groups

**iii To promote the provision of appropriate temporary and permanent accommodation for all people in housing need**

During the lifetime of this strategy there will not be enough suitable and affordable new homes to resolve the homelessness and housing crisis in North Devon. We will be seeking to further develop our housing options approach – maximising, promoting and facilitating a range of housing opportunities, and supporting people to take personal responsibility for helping themselves solve their housing and homelessness problems.

Aims:

- a. To develop appropriate temporary accommodation options for people with specific needs
- b. To improve standards in temporary accommodation
- c. To maximise housing opportunities for homeless people

**iv To end the use of bed-and-breakfast accommodation for families by April 2004**

All authorities are expected to meet the government's target to end the use of bed-and-breakfast accommodation for homeless families with children except in short-term (less than 6 weeks) emergencies. This represents a considerable challenge to North Devon as our main form of temporary accommodation is bed-and-breakfast hotels, but we are developing our Bed-and-Breakfast Reduction Strategy and Action Plan, and actively seeking alternative accommodation options.

**ACTION PLAN**

The Action Plan is set out in Table 1. Each objective is supported by aims, which contain the relevant Action Points. The Action Points are listed under each aim in the order in which they appear in the Review, but are prioritised in the table, and given a timeframe for implementation. The client group that may benefit, potential key partners and the lead officer are also identified. There are considerable resource implications for the successful implementation of the Strategy, in terms of budget and staff resources, although these have not yet been fully costed.

The timeframe refers to the year of the strategy, with Year 1 being the period from 31<sup>ST</sup> July 2003 until 31<sup>st</sup> March 2004 and the subsequent years being the full financial years. The first year is viewed as an important planning stage for the Strategy and the Action Plan will undergo revision and refinement during the first 8 months. The priorities are to develop an effective joint working relationship with other organisations, to plan delivery of the objectives and to identify and bid for the resource requirements required to implement the Strategy and to plan the delivery year. Specific targets and outcomes will also be developed during this period.

## **Spend to Save**

The Government has demonstrated its intention to ensure that local authorities carry out its strategic objectives to reduce homelessness, by providing additional resources, recognising the need to “spend to save”, and actively disseminating good practice.

With the additional funds it has been possible for the North Devon District Council to fund initiatives such as the Homeless Prevention Fund, additional posts to target the provision of alternative temporary accommodation, and to develop the Landlords Incentive Pack. However in future authorities will be expected to fund these initiatives from savings made from the temporary accommodation budget.

## **More Information**

The Review and its Appendices contain more detailed information about the Action Points, details of partner organisations and abbreviations.

## **Action Plan Abbreviations**

BPAG	Barnstaple Poverty Action Group
CLS	Community Legal Services
CSP	Community Safety Partnership
FMS	Family Mediation Service
HAC	Housing Advice Centre
HEM	Housing Enabling Manager
HO	Homelessness Officer
HONG	Homeless Officers' Network Group
HSRO	Homeless Strategy Research Officer
HALO	Housing Association Liaison Officer
LSVTG	Large Scale Voluntary Transfer Group
NDHS	North Devon Housing Society
NDREC	North Devon Racial Equality Council
PWFG	Partnership Working Forum Group
RHB	Regional Housing Board
SHOG	Strategic Housing Officers Group
TDC	Torridge District Council

## HOMELESSNESS STRATEGY OBJECTIVES

### i \_\_\_\_\_ To prevent people from becoming homeless by:

- Strengthening the help available to people who are homeless or at risk of homelessness; and
- Developing more strategic approaches and new responses to tackle homelessness

**Aim a. - To undertake further research to improve our understanding of the origins of homelessness within the district (Review - Section 5)**

Action Points	Priority	Time frame	Client Group	Partners	Lead	Resource Implicatns
To carry out a further analysis of the North Devon homelessness statistics to understand the reason for the fluctuations in comparison with other districts in Devon and England (S4.2)	Need - High Achievable	Year 1	All	SHOG HSRO HONG	Homeless Officer	HO Time I T
To use the Devon LSVT Authorities Benchmarking Group and Homeless Strategy Research Officer to develop a consistency in the recording of statistical returns (S4.2)	Need - High Achievable	Year 1	All	LSVTG/SHOG HSRO HONG	Homeless Strategy Research Officer	Ongoing funding for HSRO post
To use the Devon LSVT Authorities Benchmarking Group to determine the causes of the variations in the homelessness statistics within Devon, to agree common procedures and application form, and to identify and disseminate good practice (S4.2)	Need - High Achievable	Year 1	All	LSVTG/SHOG HSRO HONG	Homeless Strategy Research Officer	As above
To monitor PIE returns regularly to track trends to improve responses (S5)	Need - High Achievable	Ongoing	All	LSVTG/SHOG HSRO HONG	Homeless Officer	HO Time I T
To further research incidence of rough sleeping in the district using good practice methodology (S4.3)	Need - Med Achievable	Year 2	Rough Sleepers	Agencies CSP	HAC Co-ordinator	Staff Time
Undertake ongoing research to provide more information about the numbers and needs of "hidden" and hard to reach homeless people. (S4.3)	Need - Med Achievable	Year 2	"Hidden" "Hard to reach"	HONG Agencies	HAC Co-ordinator	Staff Time
To monitor the "new" priority needs groups and develop partnership protocols and procedures to provide a more focussed service (S6.1)	Need - High Achievable	Year 1	"new" priority needs groups	HONG Agencies HSRO	Homeless Officer	Staff Time

**Aim b. - Ensure that general advice on homelessness and the prevention of homelessness is comprehensive and effective**

<b>Action Points</b>	<b>Priority</b>	<b>Time frame</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resource Implicatns</b>
To audit all statutory and voluntary sector housing and homelessness related services in accordance with Audit Commission principles (S7.1)	Need - Med Achievable	Year 2	All	Agencies Shelter CLS	HAC Co-ordinator	Staff Time
HAC - To establish a HAC performance target indicating the number of homeless cases prevented (S7.3)	Need - High Achievable	Year 1	All	Corporate	HAC Co-ordinator	Staff Time
HAC - To carry out a HAC Services Review to ensure quality and consistency of all HAC services, including literature (S7.4)	Need - High Achievable	Year 1-2 Ongoing	All	Shelter Beacon Las Corporate	HAC Co-ordinator	Staff Time Fees
HAC -To investigate alternative methods of upgrading or revising the current IT system to ensure consistent and accurate record keeping and more effective data collection and statistical analysis (S7.3)	Need - Very High Aspirational	Year 2	All	Corporate	Housing Enabling Manager	Growth bid Staff Time Tech support
HAC - To review procedures to enable homelessness enquiries to be undertaken immediately (S7.5)	Need - High Achievable	Year 1 Ongoing	All	Agencies	HAC Co-ordinator	Staff Time
Develop common assessment and record keeping procedures across all organisations involved in homelessness or housing related services (S7.7)	Need - High	Year 1-2	All	Agencies	PWFG	Staff Time IT Admin support

**Aim c. - Ensure that people who are at risk of homelessness are aware of, and have access to the services they may need to help them prevent homelessness e.g. advice, tenancy support, advocacy services**

<b>Action Points</b>	<b>Priority</b>	<b>Time frame</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resource Implicatns</b>
Use information from this Review to produce a Joint Directory of Local Services or accessible database (S3.1)	Need - High Achievable	Year 1	All	Agencies	PWFG	Staff time IT Admin support Tec support
Education and more information will be part of the pro-active focus on prevention of homelessness and offering housing options (S5.8)	Need - High Achievable	Year 1 Ongoing	All	Agencies Education Health	HAC Co-ordinator	Staff time Admin support
To adopt a pro-active Housing Options approach (S6.5)	Need - High Achievable	Year 1 Ongoing	All	Agencies RSLs Private sector	HAC Co-ordintor	Staff time Admin support
To consider methods of actively promoting equality of opportunity and zero tolerance of race discrimination (S6.10)	Need - High Achievable	Ongoing	All	All NDREC	HAC Co-ordinator	Staff time
To promote effective working relationships with partner agencies by developing joint protocols, working and training (S7.1)	Need - High Achievable	Year 1-5 Ongoing	All	Agencies	PWFG	Staff time Admin support
To prioritise, within budget constraints, the installation of a new phone system to provide a more efficient service (S7.2)	Need - High Achievable	Year 1-2	All	Corporate	HAC Co-ordinator	Staff time Tec support Funding
With other Devon authorities, to review the Homelessness Application Form to ensure it provides relevant information, incorporating an effective needs assessment (S7.5)	Need - High Achievable	Year 1	All	HONG HSRO Beacon LAs	Homeless Officer	Staff time Admin support
To develop a comprehensive one-stop-eshop service involving other agencies (S7.7)	Need - Med Aspirational	Year 2	All	Agencies Corporate	HAC Co-ordinator	Staff time Admin support Tech support IT
To develop a one-stop-shop for statutory and voluntary sector housing services (S7.7)	Need - Med Aspirational	Year 5	All	Agencies Corporate	Housing Enabling Manager	Staff time Tech support Funding

**Aim d. - To pro-actively target the private rented sector to prevent homelessness and find alternative accommodation (Section 5.2)**

<b>Action Points</b>	<b>Priority</b>	<b>Time frame</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resource Implicatns</b>
To appoint Housing Options Worker to liaise with private sector landlords and appraise and develop alternative temporary and permanent accommodation options	Need - High Achievable	Year 1	All	Agencies Private sector	HAC Co-ordinator	Homeless funding Admin support

**Aim e. - To pro-actively target relationship breakdown, including the provision of mediation, reviewing procedures and improving assistance especially that provided to young people (Section 5.3)**

<b>Action Points</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resource Implicatns</b>
To develop appropriate crisis accommodation, with mediation and other support services for 16-19 year olds (S5.3)	Need - High Achievable	Year 1 Ongoing	Young people aged 16-19 yrs	Agencies CSP Foyer Group	BPAG Co-ordinator	Future funding (Homeless bid/partnership funding)
To continue to promote family mediation services, particularly between young people and their parents (S5.3)	Need - High Achievable	Year 1 Ongoing	Young people Relationship breakdown	Agencies FMS	HAC Co-ordinator	Future funding (Homeless bid) Staff Time
To provide a package of assistance to survivors of domestic violence to enable them to remain safely and securely in their existing homes if they wish to do so (S5.3)	Need - High Achievable	Year 1 Ongoing	Victims of domestic violence	Agencies RSLs CSP Womens Aid	HAC Co-ordinator	Future funding (Homeless bid) Staff Time

**Aim f. - To set up an RSL Forum, jointly with Torridge DC, to share best practice to ensure that possession proceedings are taken only as the ultimate deterrent in accordance with Housing Corporation Standards. (Section 5.4)**

<b>Action Points</b>	<b>Priority</b>	<b>Time</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resources</b>
To set up RSL Forum to meet regularly to agree protocols and disseminate good practice to reduce possession proceedings	Need - High Achievable	Year 1	All	RSLs Torridge DC	HAC Co-ordinator	Staff Time Admin support

**ii To ensure satisfactory support for people who are, or may become, homeless**

**Aim a. - To facilitate the effective joint working arrangements with other agencies to ensure that the support needs of clients are fully assessed and provision made**

<b>Action Points</b>	<b>Priority</b>	<b>Time frame</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resource Implicatns</b>
To develop protocols with providers of existing tenancy support services and identify any gaps in such support services (S5.3)	Need - High Achievable	Year 1-3	All	Agencies HSRO	PWFG	Staff time Admin support
The data on support provision will be developed to include all relevant information for each client group and will be formatted as a dynamic document to be kept up to date (S6.3)	Need - High Achievable	Year 1-2 Ongoing	All	Agencies	PWFG	Staff time Admin support Tec support IT
To establish a Partnership Working Forum Group (PWFG) to progress these and other initiatives to improve multi-agency working to provide a comprehensive and seamless service to homeless people (S7.7)	Need - High Achievable	Year 1	All	Agencies	HSSG	Staff time Admin support
To maximise funding opportunities with the aim of providing a substantial secure funding base for the voluntary sector to assist with the implementation and delivery of the Homelessness Strategy (S10.2)	Need - High Achievable	Year 1/2	All	Agencies Corporate Funding sources	HAC Co-ordinator	Staff time
To use Service Level Agreements to meet corporate and Homelessness Strategy objectives (S10.2)	Need - Med Aspirational	Year 2	All	Agencies Corporate	HAC Co-ordinator	Staff time
To analyse the survey data to identify needs, gaps and priorities to inform the Homelessness Strategy	Need - High Achievable	Year 1	All	Agencies	HAC Co-ordinator	Staff time Admin support

**Aim b. - To work with other agencies to develop support for specific client groups**

<b>Action Points</b>	<b>Priority</b>	<b>Time</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resources</b>
To develop partnership protocols and procedures to provide a service that meets the needs of all clients with chaotic lifestyles (4.4)	Need – High Aspirational	Year 1-2	All	Agencies	HAC Co-ordinator	Staff time Admin support
To develop a multi-agency Youth Homelessness Strategy (S6.5)	Need – High Achievable	Year 1	Young People	Agencies	Foyer Group	Staff time Admin support
To develop an Older Persons Housing Strategy taking account of good practice (S6.6)	Need – Med Achievable	Year 3	Older People	Agencies Health	HAC Co-ordinator	Staff time Admin support
To develop a multi-agency Single Homelessness Strategy (S6.7)	Need – High Achievable	Year 1	Single People	Agencies	BPAG NDHS	Staff time Admin support
To support the Drugs Action Team to promote longer term treatment and support services for people with drugs and alcohol addiction. (S6.8)	Need – High Achievable	Ongoing	Drugs and Alcohol misusers	Agencies CSP Health	HSSG	Staff time
To monitor vulnerable groups and develop partnership protocols and procedures, including discharge from prison and other institutions, to provide a more focussed service (S6.8)	Need – High Achievable	Year 1 Ongoing	Vulnerable groups	Agencies Probation CSP	HAC Co-ordinator	Staff time Admin support
To negotiate a robust Hospital Discharge Protocol with Health and Social Services (S6.12)	Need – High Achievable	Year 1 Ongoing	People leaving hospital	Agencies Health	HAC Co-ordinator	Staff time Admin support
To provide effective intervention, support and appropriate accommodation for homeless people with complex multiple needs and challenging behaviour (S6.15)	Need – High Aspirational	Year 1 Ongoing	People with complex needs	Agencies Health Probation	PFWG	Staff time Funding
To develop appropriate support mechanisms for all categories of homeless people in temporary accommodation (S8.1)	Need – High Achievable	Year 1 Ongoing	People in temporary acc	Agencies Health	HAC Co-ordinator	Staff time
Use funding bids to target support and help for young people (including mediation)	Need – High Achievable	Year 1 – future funding	Young people	Agencies Foyer Group	BPAG Co-ordinator	Staff time Admin support Future funds
Use funding bids to provide support and assistance to private sector tenants	Need – High Achievable	Year 1 - future funding	All	Private sector Agencies	HAC Co-ordinator	Staff time Admin support Future funds
Use funding bids to support working with private sector landlords	Need – High Achievable	Year 1 – future funding	All	Private sector Agencies	HAC Co-ordinator	Staff time Admin support Future funds

**iii To promote the provision of appropriate temporary and permanent accommodation for all people in housing need (Section 5.3)**

**Aim a. - To develop appropriate temporary accommodation options for people with specific needs**

<b>Action Points</b>	<b>Priority</b>	<b>Time frame</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resource Implicatns</b>
To develop appropriate crisis accommodation, with mediation and other support services for 16-19 year olds (S5.3)	Need - High Achievable	Year 1 Ongoing	16-19 year olds	Agencies CSP Foyer Group	BPAG Co-ordinator	Future funding
To try to secure year-on-year funding for a Home Handyperson Scheme to facilitate the provision of fast-track aids and adaptations to enable people to return and remain safely in their own homes, (S6.12)	Need - High Aspirational	Year 2	Older Vulnerable Domestic Violence victims	Agencies CSP RSLs TDC Health Corporate	PFWG	Staff time Funding
To provide effective intervention, support and appropriate accommodation for homeless people with complex multiple needs and challenging behaviour (S6.15)	Need - High Aspirational	Year 1 Ongoing	People with complex needs	Agencies Health Probation	PFWG	Staff time Funding

**Aim b. - To improve standards in temporary accommodation**

<b>Action Points</b>	<b>Priority</b>	<b>Time frame</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resource Implicatns</b>
To set up a Liasion Group to develop appropriate criteria for improving standards in all temporary accommodation (S8.1)	Need - High Achievable	Year 1	All	Corporate Agencies Private Sector	HAC Co-ordinator	Staff time Admin support Funding

**Aim c. - To maximise housing opportunities for homeless people**

<b>Action Points</b>	<b>Priority</b>	<b>Time frame</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resource Implicatns</b>
To encourage low-cost home ownership initiatives within the district (S9.1)	Need - High Aspirational	Ongoing	Prospective home-owners	RSLs RHB	Housing Enabling Manager	Funding
To set up a system for monitoring the proportion of lettings to homeless households (S9.3)	Need - High Achievable	Year 1	All	RSLs	HALA	Staff time Admin support IT
To review the Allocations Policy to ensure its working fairly for both homeless and housing register applicants (S9.3)	Need - High Achievable	Year 1	All	RSLs Agencies Corporate	HAC Co-ordinator	Staff time IT
To review the Service Level Agreements with the Registered Social Landlords (S9.3)	Need - High Achievable	Year 1-2	All	RSLs Corporate	HALA	Staff time
Expand the Care Referral Scheme to include other vulnerable groups, such as people with physical disabilities.	Need - High Achievable	Year 2	All	RSLs Agencies	HALA	Staff time
To carry out further research into how well Housing Benefit and Rent Officer Services meet the requirement of tenants and landlords in facilitating access into the private rented sector	Need - High Aspirational	Year 2	All	Corporate Agencies RSLs	HAC Co-ordinator	Staff time IT
Ensure that NDDC negotiate to get maximum number of affordable units on all sites via the planning process	Need - High Achievable	Ongoing	All	RSLs Private sector	Housing Enabling Manager	Staff time

**iv To end the use of bed-and-breakfast accommodation for families by April 2004**

<b>Action Points</b>	<b>Priority</b>	<b>Timeframe</b>	<b>Client group</b>	<b>Partners</b>	<b>Lead</b>	<b>Resource Implications</b>
To develop a Bed-and-Breakfast Reduction Strategy which provides appropriate alternative accommodation temporary accommodation by March 2004 (S8.1)	Need - V High Achievable	Year 1	Families	Corporate Private sector Agencies	HAC Co-ordinator	Staff time Admin support Funding
To set up a computerised record-keeping system to allow us to record and access relevant information more easily and track homeless households in temporary accommodation (S8)	Need - High Aspirational	Year 2	All	Corporate Agencies HONG	Homeless Officer	Staff time Tech support Funding