Oxford City Council

Regional Homelessness Champions 2008.

Homelessness Strategy
2008 to 2013

"More Housing for Oxford, Better Housing for All."

1

Executive Summary

1.1 Introduction

1.1.1 Oxford City Council produced its first Homelessness Strategy in 2003 for the period 2003-2008. The focus of that strategy was to reduce the impact of homelessness on families and vulnerable single people and to implement a range of homelessness prevention tools. The outcomes of the review of this strategy are summarised in Appendix 4.

1.1.2 From the review of the homelessness strategy and wide ranging consultation with service users, the wider residents of the city and other stakeholders a set of eight objectives for homelessness prevention has been developed. These are listed in full below. In summary the council's priorities for this strategy are:

➢ Preventing homelessness
➢ Reducing the impact of homelessness on peoples lives
➢ Increasing housing, training and employment opportunities for people at risk of homelessness
➢ Supporting vulnerable people in housing need:
    o Families
    o Rough sleepers
    o Young people
➢ Improving and developing services in partnership with service users and stakeholders.

1.1.3 Each of the eight objectives has an action plan, which is found in Chapter 4. Many of the points within this plan have been developed with partner organisations as homelessness in Oxford is not something that the council alone can solve, and we aim to work with other organisations as much as possible in order to achieve our objectives.

1.2 What is Homelessness?

1.2.1 Homelessness covers a wide range of circumstances and does is not just rooflessness. You don't have to be sleeping on the streets to be classed as homeless. You might also be homeless if you are:

➢ Temporarily staying with friends or family
➢ Staying in a hostel or bed and breakfast
➢ Living in very overcrowded conditions
➢ At risk of violence or abuse in your home
➢ Living in poor conditions that affect your health
➢ Living somewhere that you have no legal right to stay in (e.g. a squat)
➢ Living somewhere that you can't afford to pay for without depriving yourself of basic essentials
➢ Forced to live apart from your family because your accommodation isn't suitable

1.3   Aims and Objectives

1.3.1   <u>Vision</u>

The long-term vision for preventing homelessness in the city is to create choice by increasing opportunities housing, training and employment and to realise the potential of people experiencing, or at risk of, homelessness.

1.3.2   <u>Aims</u>

The aims of this Homelessness Strategy are to:

➢ Prevent homelessness from occurring.
➢ Reduce the impact of homelessness on people's lives.
➢ Ensure homelessness services provided in the city:
  o Are of a high quality;
  o Meet the needs of vulnerable people;
  o Reflect the city's diverse population;
  o Are delivered in partnership, and;
  o Offer value for money.

1.3.3   <u>Objectives</u>

The objectives of the Homelessness Strategy 2008 to 2013 are to:

1. Increase the range of housing options and services available to prevent homelessness.
2. Reduce the numbers of homeless people against key targets.
3. Support families in housing need to prevent homelessness.
4. Support rough sleepers into settled accommodation and develop clear pathways into independent homes, training and employment.
5. Support vulnerable young people in housing need to prevent homelessness.
6. Improve housing options services.
7. Identify and address the specific housing needs of different groups in the community who are at risk of homelessness.
8. Ensure housing options services offer value for money.

1.4   Principal actions to be taken to meet each objective

1.4.1   <u>Increase the range of housing options and services available to prevent homelessness.</u>

- ➢ Develop and implement improvements to housing options prevention working, including:
  - ➢ 'Moving the frontline' (taking options services out to communities)
  - ➢ Personal housing plans for people at risk of homelessness
  - ➢ Full prevention toolkit developed to maximise options.
  - ➢ Outreach prevention work
  - ➢ Improved referrals to hostels and better move-on
  - ➢ Sanctuary scheme for domestic violence
- ➢ Improve effectiveness of mediation / negotiation services to prevent homelessness
- ➢ Review and develop housing advice services.
- ➢ Develop plans for a joint housing options service (one–stop-shop style).

1.4.2   <u>Reduce the numbers of homeless people against key targets.</u>

- ➢ Reduce the number of households in temporary accommodation:
  - ➢ To meet the 2010 50% reduction target[1].
  - ➢ To meet ongoing local targets (365, or an additional 10% per annum 2009/10 & 2010/11) to reduce the impact of stays in temporary accommodation on homelessness people.
- ➢ Reduce the number of homelessness acceptances by 10% annually by implementing prevention tools
- ➢ Continue to use bed and breakfast accommodation in emergencies only for any homeless household.
- ➢ Increase the level of homelessness prevention through use of housing advice services.

1.4.3   <u>Support families in housing need to prevent homelessness.</u>

- ➢ Review and strengthen the Families at Risk of Homelessness (FAROH group). Link work to Tenants at Risk and the Accommodation Panel groups to strengthen activities and outcomes.
- ➢ Review of the Homechoice scheme to ensure that households are assisted in sustaining their tenancies to prevent homelessness.
- ➢ Develop and implement a sanctuary scheme to protect victims of domestic violence and help them avoid becoming homeless.
- ➢ Review the Family Homelessness Group (it is proposed that is linked to Single Homeless Group to make better use of time and resources).
- ➢ Develop a Homechoice style service for intentionally homeless families to find accommodation in the private sector.

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[1] 50% reduction from 2004/05 base count of 953 to 476 by 2010.

1.4.4 <u>Support rough sleepers into settled accommodation and develop clear pathways into independent homes, training and employment.</u>

- ➢ Reduce the number of people sleeping rough in the city to meet the target of eight.
- ➢ Develop and increase training and employment opportunities for rough sleepers / single homeless people to prevent repeat homelessness.
- ➢ Develop and improve the Move-On Plans Protocol (MOPPs) and monitor and increase move-on from hostels and 2nd stage accommodation.
- ➢ Review, re-commissioning, implementation and monitoring of revenue and grant funded series for rough sleepers:
  - ➢ Communities and Local Government (CLG) funded
  - ➢ Grant funding including day centres review
  - ➢ Adults facing exclusion
- ➢ Pursue Places of Change Programme capital funding to deliver improvements to existing services and to develop a social enterprise centre in the city providing training and employments opportunities.
- ➢ Enable the development and remodelling of supported housing for rough sleepers through capital bids:
- ➢ Use Supporting People re-commissioning process to explore opportunities for joint commissioning of services.
- ➢ Contribute to city-wide crime and anti-social behaviour targets by minimising the impacts of negative aspects of street homelessness (e.g. begging and street drinking)

1.4.5 <u>Support vulnerable young people in housing need to prevent homelessness.</u>

- ➢ Develop a move-on scheme for young people and young families in supported housing.
- ➢ Increase the standard of accommodation for young asylum seekers and care leavers.
- ➢ Develop a countywide supported lodgings scheme for young people
- ➢ Undertake feasibility study for learning and support based accommodation scheme for homeless young people (Foyer)
- ➢ Ensure wider access to advice and information for young people in housing need.
- ➢ Develop and improve advice and support given to young people in housing need:
  - ➢ Better advice and support
  - ➢ Post move-on support to ensure independence.
  - ➢ Increased support to those in the private sector.
- ➢ Enable increased numbers of young people to access rent deposits (e.g. Lord Mayor's Deposit Guarantee Scheme).
- ➢ Develop work to educate young people about the realities of leaving home by increasing links with schools and other youth services.

1.4.6 <u>Improve housing options services.</u>

- ➢ Develop and improve service user involvement and consultation in housing options / homelessness prevention services.
- ➢ Improve customer services provided in housing needs services:
  - ➢ Telephone call handling (reduce lost calls to below 5%)
  - ➢ Update and improve access to printed information available
  - ➢ Update an improve web-site information.
  - ➢ Increase service user satisfaction with customer services.
- ➢ Increase take up of under-occupation scheme.
- ➢ Develop and improve partnership links with key statutory, voluntary and private sector partners.
- ➢ Undertake an annual review of the Homelessness Strategy

1.4.7 <u>Identify and address the specific housing needs of different groups in the community who are at risk of homelessness.</u>

- ➢ Undertake research into the housing needs of black and minority ethnic (BME) communities to establish the effectiveness of prevention work and any reasons for high levels of BME homelessness.
- ➢ Undertake Equality Impact Assessments for Housing Needs Services (including alongside partner agencies).
- ➢ Gather and collate evidence from all service providers on key attributes of service users to identify trends and potential service gaps (BME / age / gender / disability / sexual orientation / faith and culture / substance misuse / domestic violence)
- ➢ Ensure ongoing representation on relevant strategic and operational partnerships to maintain a high profile for homelessness issues in the city. (Especially. Local Area Agreement (LAA), Oxfordshire Housing Partnership (OHP), Supporting People)

1.4.8 <u>Ensure housing options services offer value for money.</u>

- ➢ Continue to reduce the cost to the council of providing temporary accommodation
- ➢ Undertake detailed service cost benchmarking with appropriate peers to assess cost / quality ratio in the City's Housing Option's service provision
- ➢ Improve the collection of temporary accommodation rents and arrears.
- ➢ Improve the energy efficiency of temporary accommodation to reduce fuel bills.
- ➢ Investigate and develop bonds scheme for Homechoice as alternative to deposits for landlords.
- ➢ Increase effectiveness of managing temporary accommodation (faster turnover) and Homechoice schemes (deposit recovery)
- ➢ Improve IT services to maximise service efficiency:
  - ➢ Choice Based Lettings
  - ➢ Housing advice module
  - ➢ On-line procedures.

2   Homelessness in Oxford.

2.1   Very high demand for housing in Oxford from a growing population and increasing numbers of households combined with a severely restricted supply of land to develop housing on has led to acute problems of affordability in all tenures, a homelessness crisis and unprecedented demand for social rented housing.

2.2   Summary Facts & Figures

2.2.1   Population

The city's population is growing. The 2001 census put the city's population at 135,500[2] but the 2006 estimate stated the population at 149,100[3].   Oxford has a young population with two thirds of the population aged under 40 and just 15% aged over 60[4].

2.2.2   Households

The number of households in the city is increasing rapidly. In 1991 there were 45,000 households that had increased to 55,854 by 2006. The number of households in the city is projected to continue to increase to 74,500 by 2026 placing additional pressure on housing.[5]

2.2.3   Tenure and Dwellings

Housing provision in Oxford is very diverse by tenure. Oxford has a very large private rented sector (22%), it retains a sizable social rented sector (22%) and the level of owner occupation is among the lowest in the country (56%), which is very low for the South East of England region. There are 54,546 dwellings in the city with approximately 70% being houses although many of these are used as Housing in Multiple Occupation (HMOs).

2.2.4   Affordability

Average house prices in Oxford have increased dramatically in recent years. In 2000 the average house price was £155,346 and this increased by 90% to the year 2006 when the average price was £295,406. [6] Rapid house price inflation continues in the city and prices increased by an additional 13% in 2007. This saw average prices break the £300,000 barrier in the city, rising to £339,404[7]. Overall, Oxford has been identified as the 10th least affordable area to live in the South East region.

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[2] 2001 Census. Office of National Statistics (ONS).
[3] 2006 Population Estimates, ONS.
[4] 2006 Population Estimates, ONS
[5] Oxfordshire Housing Market assessment 2007
[6] Land Registry 2006.
[7] Nationwide House Price Index 2007.

Owner occupation housing is increasingly out of the reach of people on lower incomes in the city. The ratio between the lowest quartile house price and lowest quartile annual income was 10.86 in 2006, having doubled since 1997 when it was 5.41.

2.2.5 Housing Need

2.2.5.1 Oxford's Housing Requirements Study (2004) identified a need for between 1,700 and 1,800 affordable dwellings per year. The City Council's strategic target for all dwelling completions (affordable and market) is 433 dwellings per year which, considering that less than half of these will be affordable is well below the identified affordable housing need per year.

2.2.5.2 The Oxfordshire HMA 2007 has reinforced the level of affordable housing need identified for the City. Indeed, the HMA has identified a substantial increase in need for affordable housing taking into account levels of overcrowding in the City. The 2001 census identified 6,100 households living in overcrowded conditions in the City. The HMA has adjusted this figure to take account of the fact that many overcrowded households do not wish to move but even with a 50% deduction for this there exists in the City an additional population of 3050 households in need of better and affordable housing (people don't move when they want to because they cannot afford to do so).

2.2.5.3 The HMA has also projected demand for affordable housing forward to 2026 and has identified that countywide the current shortfall is currently around 2,200 homes per year, and that this will rise to 7,500 pa by 2026. Oxford City accounts for 83% to 89% of this need.

2.2.6 Affordable Housing Delivery

The net increase in affordable housing in the city over the period 2004/05 to 2006/07 was 551 which while welcome does not meet current and predicted future demand. In 2006/07 270 net affordable homes were delivered, yet this when added to the total social housing relets in the city for that year (590) is still considerably short of the demand outlined in the Housing Requirements Study for 1700 such dwellings per year.

2.3 Homelessness

2.3.1 The main consequence of the affordability and supply crisis for housing in Oxford is homelessness. The council has been working very hard with its partners to prevent and reduce the impact of homelessness. This has been delivered via the council's Homelessness Strategy 2003 to 2008.

2.3.2 We have seen that the definition of homelessness covers a wide range of situations and being able to quantify exactly how many people are experiencing homelessness in Oxford and why is difficult. This is particularly true in relation to people whose homelessness is hidden (i.e. they do not, or are unable to, seek the assistance of the council or other agencies; they 'sofa surf' or squat).

2.3.3 We can however provide clear information regarding several key areas of homelessness in the city, namely: households claiming and being accepted as homeless by the council on statutory grounds; people living in temporary accommodation; people sleeping rough in the city or using services targeted at rough sleepers; people helped to prevent them from becoming homeless and vulnerable people at risk of homelessness.

2.4 People Claiming and Being Accepted as Homeless by the Council

2.4.1 The number of people making homelessness claims in the city and the subsequent level of homelessness acceptances has decreased dramatically over the period of the first Homelessness Strategy 2003 to 2008 (see figure 1). This has been the result of the delivery of comprehensive housing options and homelessness prevention services by the council.

Figure 1: Homelessness Claims and Acceptances 2003/04 to 2007/08.
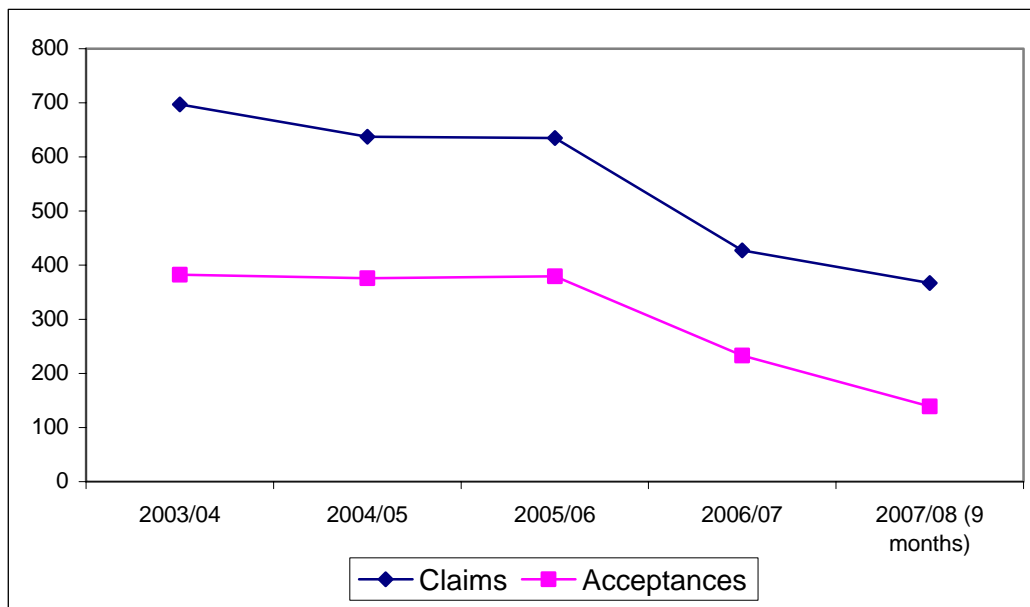
2.4.2 The reasons for homelessness of people who have been accepted as homeless by the council are shown in table 1.

Table 1: Causes of Homelessness (from Acceptances)

Reasons	Oxford 2002/03	Oxford 2006/07	England 2006/07
Family & friend exclusions	43%	36%	37%
Loss of private rented home	24%	15%	15%
Relationship breakdown	11%	11%	19%
Left Institution or Care	Calculated differently	15%	4%

2.4.3   It is clear that the council has been successful in reducing the level of homelessness caused by family and friend exclusions from 43% to 36%, which is slightly below the national average of 37%. This has been the result of better prevention work including intervention and mediation by the council to prevent exclusions. There has also been a significant reduction in homelessness caused by loss of private rented accommodation (down from 24% to 11%), which has resulted from better relationships with private sector landlords and the use of prevention tools such as Homechoice and the Lord Mayor's Deposit Guarantee Scheme. The level caused by relationship breakdown has not changed but remains well below the national average of 19%.

2.4.4   Homelessness caused by people leaving care or an institution (hospital, prison, etc) has become the second most common cause of homelessness in relation to acceptances by the council. This has led to the development of objectives 4 and 5 of this Homelessness Strategy ('support rough sleepers into settled accommodation and develop clear pathways into permanent homes, training and employment', and, 'support vulnerable young people in housing need to prevent homelessness') to ensure that vulnerable people leaving care or institutions are prevented from becoming homeless or are assisted into settled living.

2.5   People Living in Temporary Accommodation

2.5.1   The number of people living in temporary accommodation has reduced dramatically and the council is well on target to meet the national target of a 50% reduction by 2010[8]. Indeed the council will meet this target early, during 2008/09.

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[8] 50% reduction from 2004/05 base count of 953 to 476 by 2010.

Figure 2: Number of People in Temporary Accommodation

Number of households in temporary accommodation
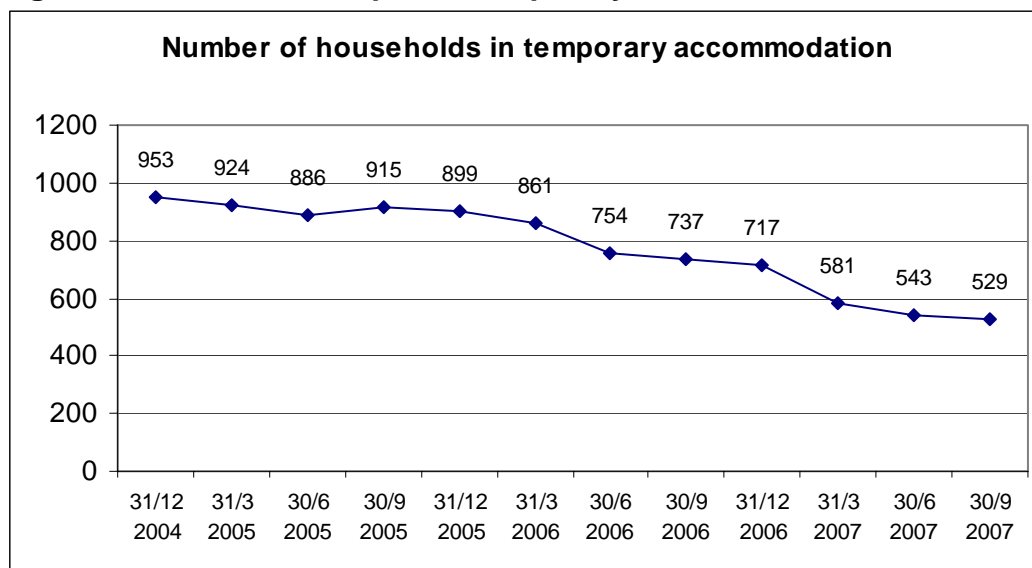
2.5.2   These successes have been achieved by a rigorous application of the homelessness prevention agenda which includes making better use of the city's private rented housing stock, mediation, use of discretionary housing benefit payments, the provision of additional affordable housing and more efficient use of existing affordable rented housing in the city (e.g. city council void property relet times have been reduced from over 100 days to less than 33).

2.5.3   Three quarters of all households in temporary accommodation are families (436 out of 536 in December 2007).

2.5.4   There are also a significant number of hostel and 2nd stage accommodation services in the city which provide temporary housing to a range of people in housing need, mainly rough sleepers and homelessness young people. In total there are 278 bed-spaces in these services9.

2.5.5   The council has been working in partnership with a range of landlords and voluntary sector agencies to develop move-on options for people living in hostels in the city. These organisations have been participating in a national pilot for Move-On Plans (MOPPs), which has been successful. In 2007/08 428 individuals were helped to move-on to a range of other accommodation better suited to their needs. While there remains a shortage of move-on accommodation a target of 591 move-on's has been set for 2008/09.

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[9] Total of 4 hostels and 2nd stage accommodation

2.6 People Sleeping Rough

2.6.1 Rough sleeping is a significant problem in Oxford but the scale has been reduced over the last 10 years. According to official counts there were 52 rough sleepers in the city in 1998. This has been reduced to a count of between 8 and 12 (this varies according to seasons) using the same methodology[10]. This demonstrates the success of work that has been undertaken across the city to tackle this issue.

2.6.2 Rough sleeping does remain a serious problem however and the council is committed to working with partner agencies to continue to reduce its instance an impact. An additional measure used by the council to look at how many people that are at risk of rough sleeping (called 'client share') identifies between 50 and 60 people on average in the city at risk (i.e. they are engaging with rough sleeping services).

2.7 People Prevented from Becoming Homeless

2.7.1 The council has used several tools to help prevent people becoming homeless to lessen the impact on those individuals and families lives and to reduce the burden on the council's resources. Central to this has been the use of the city's large and diverse private rented sector to provide homes for rent. The council assists in this through the Homechoice scheme, providing deposits for people at risk of homelessness. Over 800 households have been assisted through this scheme over the last 3 years.

Figure 3: Households Assisted via the Homechoice scheme

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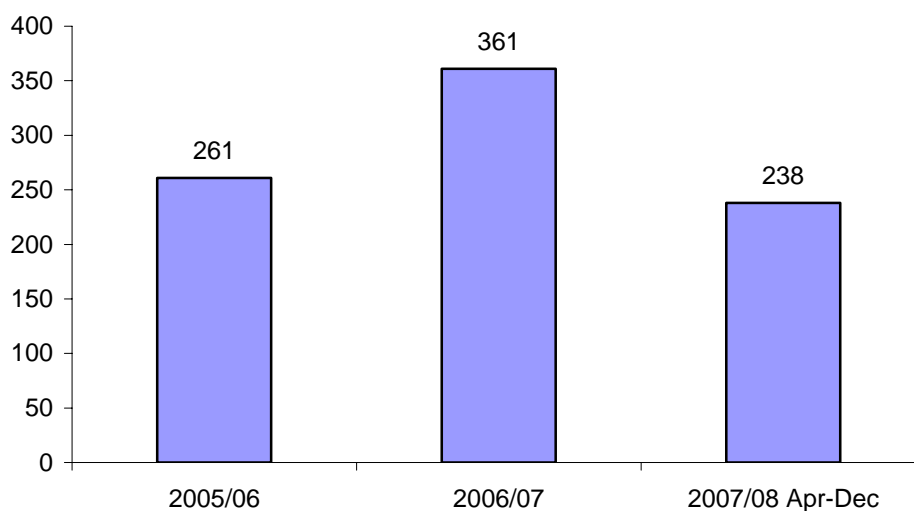
[10] The CLG is proposing a review of the Rough Sleeper Count methodology but the Council will continue to use the existing methodology until any changes are made.

2.7.2   The council also works in multi-agency, multi-disciplinary teams to prevent families at risk of homelessness (e.g. through eviction from a social rented tenancy for arrears of anti-social behaviour) becoming so.

2.8   Vulnerable People at Risk of Homelessness

2.8.1   Young People

2.8.1.1 The age profile of people accepted as homeless by the council has shown a marked trend to younger people.   The proportion of people accepted as homeless in the age group 16 to 24 has increased from 57% in 20005/6, though 64% in 2006/07 and 63% in 2007. Less than 5% are aged over 45 and none are aged over 60.

2.8.1.2 The council has with the County Council established a Joint Housing Team to tackle and prevent homelessness among vulnerable young people (be they single or in a family). The teams primary focus is on assisting all those aged 16-17 found homeless and those leaving care. In just four months (September to December 2007) the team assessed the housing needs of twenty-nine 16 to 17 year olds in the city and plans to assist 73 young people in care with a connection to Oxford who will turn eighteen over the 18 months (January 2008 to June 2009).

2.8.2   BME Communities

2.8.2.1 There is a high incidence of homelessness among people from Oxford's BME communities. In 2006/07 23% of homelessness acceptances were of people from BME communities which is nearly double the proportion of the total population that is from BME groups (12%). This strategy will reinforce the actions identified in the councils BME Housing Strategy, which aim to identify any specific reasons for this variation in statistics and whether any particular actions can be developed to address the causes.

3

How this strategy was created

3.1   In preparing this strategy we worked with service users, residents, partner organisations, councillors and Council officers.

3.2   Wide-ranging consultation has been undertaken to get the views of as many people and organisations as possible to inform the development of this strategy (and the accompanying housing strategy), with a particular emphasis on service users and partners.   The main consultation activities carried out were:

- Resident questionnaire via the city council's Talkback Panel.
- Service user questionnaires for people in temporary accommodation, users of homelessness and housing options services and council and RSL tenants including those on the waiting list.
- Questionnaires to partner organisations (RSLs, voluntary sector, etc).
- Focus groups (service users, Community Housing staff and managers and partner organisations).
- Meetings with members.
- Partners / Stakeholder conference (13th February 2008) – *info to be updated from this event.*

3.3   The results of the main consultation activities are summarised in Appendix 1. Key points to note which have informed this strategy are:

3.3.1 The main areas of concern for homelessness in Oxford were:
   o High house prices and rents
   o Lack of affordable rented housing for families and singles & couples.
   o Long waiting lists for affordable rented homes.
   o Street homelessness or rough sleeping.
3.3.2 Peoples priorities for addressing these problems were:
   o Build more family sized (3+ bedrooms) and smaller (1 or 2 bedrooms) homes to meet demand.
   o Build new homes in or immediately around the city, and;
   o Build more homes away from the city in surrounding towns.
   o The responses for the latter two options varied between respondent type with the Talkback Panel opting, by a slight margin only, in favour of 'away from the city', and service users opting by a large margin for 'in or near the city'.
3.3.3 Specific issues raised by respondents included:
   o More and better housing services for young people.
   o Affordability of private rented housing for those in work.
   o Ensure there are good links between housing and support for vulnerable people.

3.4   The strategy will also be subject to consultation as a draft including approval by Council, Housing Scrutiny Committee and wider consultation with a range of council and partner, community groups and

organisations prior to final publication. (*This is to be updated after it has all been completed*).

3.5   A full report of the consultation undertaken can be found on the City Council's website (www.oxford.gov.uk/housing).

3.6   SHOP

3.6.1   A group called SHOP (Strategic Housing in Oxford Partnership) has played an important part in the creation of this strategy. SHOP is a group brought together by the council and includes representatives from key strategic housing partners in Oxford. The organisations which contribute to SHOP include representatives from the, Oxfordshire County Council, Oxford City Council, Oxfordshire PCT, the voluntary sector, housing associations and Supporting People.
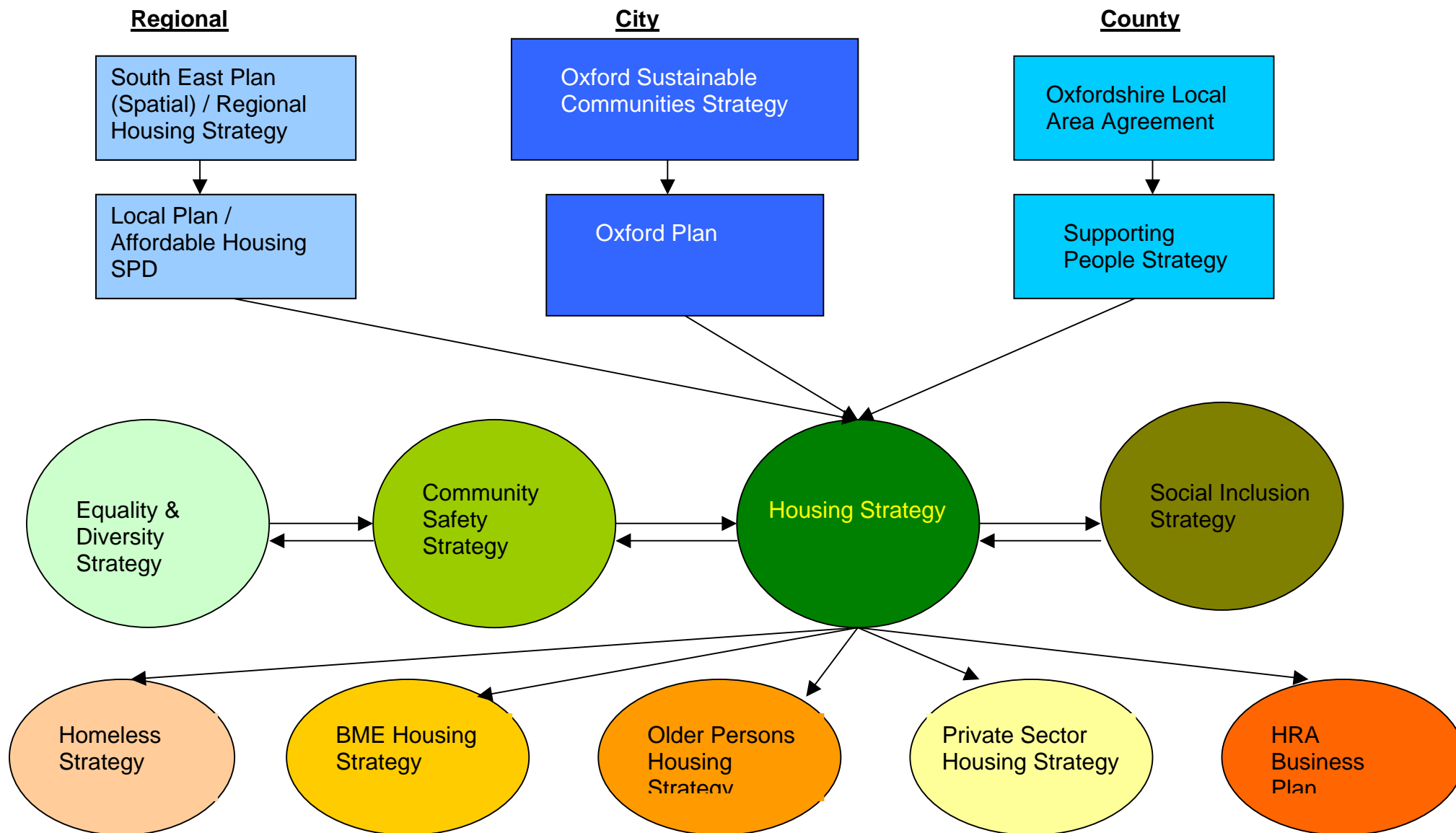
3.7   Strategic Links

3.7.1   This strategy sits within a framework of policy across the city, the county, the South East region and national housing priorities. It is within this framework that activities for delivering homelessness and other service priorities are shaped.

3.7.2   Many of the challenges that face Oxford cannot be solved by the city council alone. Therefore it works with many organisations to deliver and enable services for the people of Oxford. The Council believes that working with partner agencies is essential to ensure the delivery of the best services possible to meet the needs of local communities in the most cost effective way. In particular we recognise the huge contribution that voluntary and community groups make in Oxford.

3.7.3   Preventing homelessness has been identified as a key priority area for the council, the city, the County and region as a whole. The need for additional affordable housing is stated as a priority in the Local Area Agreement, the Oxford Sustainable Community Strategy and the Council's own Corporate Plan.

3.7.4   An overview of these strategic partnerships in relation to housing services in the city is given in figure 4 below. This shows how the council is working collectively to deliver improved housing services and meet housing needs. These strategic links are explained in more detail in Appendix 3 and in the Oxford City Council Housing Strategy 2008 – 2011.

Figure 4: Strategic Housing Framework (Summary Diagram)

Regional

South East Plan (Spatial) / Regional Housing Strategy

Local Plan / Affordable Housing SPD

City

Oxford Sustainable Communities Strategy

Oxford Plan

County

Oxfordshire Local Area Agreement

Supporting People Strategy

Equality & Diversity Strategy

Community Safety Strategy

Housing Strategy

Social Inclusion Strategy

Homeless Strategy

BME Housing Strategy

Older Persons Housing Strategy

Private Sector Housing Strategy

HRA Business Plan

4   Homelessness Strategy 2008 + Action Plan

4.1   Strategic Objective 1: Increase the range of housing options and services available to prevent homelessness.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
1.1 Develop and implement improvements to housing options prevention working: ➢ 'moving the frontline' ➢ personal housing plans ➢ full prevention toolkit ➢ outreach work ➢ more qualifying offers ➢ Adopting best practice ➢ Improved referrals to hostels ➢ Sanctuary scheme	2008/09 and ongoing	Housing Needs Manager / Options Manager	➢ Housing options services improved and expanded. ➢ New services / options developed and implemented. ➢ Reductions in homelessness identified. ➢ Service users happy	Housing Needs Service Improvement Plan. Supporting People Strategy. LAA.
1.2 Improve effectiveness of	2008/09 and onwards	Housing Needs Manager / Options Manager	➢ Mediation services reviewed.	Housing Needs Service Improvement

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
mediation / negotiation services to prevent homelessness			➢ Changes identified and implemented. ➢ Improvements to prevention noted. ➢ Services users happy.	Plan. Supporting People Strategy. LAA.
1.3 Review and develop Housing Advice services.	2008.	Housing Needs Manager	➢ Housing Advice service reviewed. ➢ Review implemented. ➢ Improvements noted in housing advice outcomes. ➢ Service users happy.	Housing Needs Service Improvement Plan.
1.4 Develop plans for a joint housing options service (one–stop-shop style).	2009/10 +	Housing Needs Manager and partners	➢ Options investigated and reviewed. ➢ Partners engaged ➢ Service users consulted	Housing Needs Service Improvement Plan.

4.2   Strategic Objective 2: Reduce the numbers of homeless people against key targets.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
2.1 Reduce the number of households in temporary accommodation: ➢ To meet the 2010 50% reduction target.[11] ➢ To meet ongoing local targets (to 365 (or an additional 10% per annum 2009/10 & 2010/11) to reduce the impact of stays in temporary accommodation on homelessness people.	➢ 2009/10 ➢ Ongoing for reviews.	Housing Needs Manager	➢ 2010 target met quarter2 2008/09. ➢ 2011 TA target met. ➢ Ongoing plans for use of TA developed and implemented. ➢ Impacts on households in TA monitored and considered.	Housing Needs Service Improvement Plan.
2.2 Reduce the number of homelessness acceptances by 10%	2009	Housing Needs Manager / Options Manager	➢ Acceptances reduced by 10%.	Housing Needs Service Improvement Plan.

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[11] 50% reduction from 2004/05 base count of 953 to 476 by 2010.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
through 2008/09 by implementing prevention tools				
2.3 Continue to use bed and breakfast accommodation in emergencies only for any homeless household.	2008/0 and onwards	Housing Needs Manager	➢ Minimal use of B&B recorded. ➢ Used only in emergencies. ➢ Avoid use other than very short term for families and young people (16-17).	Housing Needs Service Improvement Plan.
2.4 Increase the level of homelessness prevention through use of housing advice services.	2008/09 and ongoing.	Housing Needs Manager	➢ HAPI indicators with ongoing trend of improvement.	Housing Needs Service Improvement Plan.

4.3 Strategic Objective 3: Support families in housing need to prevent homelessness.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
3.1 Review and strengthen the Families at Risk of Homelessness (FAROH group). Link work to Tenants at Risk and the Accommodation Panel groups to strengthen activities and outcomes.	2008/09	Housing Needs Manager / PCT / JHT partnership	➢ Review/s completed. ➢ Outcomes implemented. ➢ Partners engaged. ➢ Evidence of improvements to homelessness prevention apparent.	Supporting People. Housing Needs Service Improvement Plan.
3.2 Review of the Homechoice scheme to ensure that households are assisted in sustaining their tenancies to prevent homelessness.	2008/09 and ongoing	Housing Needs Manager / Homechoice Manager	➢ Review complete. ➢ Landlords and tenants engaged. ➢ Findings implemented. ➢ Improvements in service and homelessness prevention evident.	Housing Needs Service Improvement Plan.
3.3 Develop and implement sanctuary Scheme to protect victims of domestic	2008/09 and onwards	Housing Needs Manager / Options Manager	➢ Sanctuary scheme implemented. ➢ Victims protected and prevented for	Supporting People. Housing Needs Service Improvement Plan.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
violence and help them avoid becoming homeless			becoming homeless where possible and safe.	
3.4 Review the Family Homelessness Group (proposed that is linked to Single Homeless Group to make better use of time / resources).	2008.	PCT / SHOP / Single Homeless Group	➢ Pilot linking of groups undertaken ➢ Impact reviewed. ➢ Permanent arrangement in place.	
3.5 Develop a Homechoice style service for intentionally homeless families to find accommodation in the private sector.	2009	JHT partnership, Housing Needs Manager / Options Manager	➢ Scheme options investigated ➢ Resources identified and approved ➢ Service in place. ➢ Outcomes measured	JHT

4.4 Strategic Objective 4: Support rough sleepers into settled accommodation and develop clear pathways into independent homes, training and employment.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
4.1 Reduce the number of people sleeping rough in the city to attain and maintain the target of 8.	2008/9 and ongoing	Single Homelessness Manager	➢ Rough sleeper target met. ➢ Longer term continued reductions delivered.	Housing Needs Service Improvement Plan.
4.2 Develop and increase training and employment opportunities for rough sleepers / single homeless people to prevent repeat homelessness.	2008/9 thru 2013	Single Homelessness Manager / partner organisations	➢ Existing schemes reviewed. ➢ Plans for improvements implemented. ➢ Gaps and new schemes needed identified. ➢ New schemes resourced and implemented. ➢ Prevention of repeat homelessness demonstrated.	Housing Needs Service Improvement Plan.
4.3 Develop and improve the Move-On Plans Protocol (MOPPs)	2008/09 and ongoing	Housing Needs Manager / Single Homelessness Manager / Partners	➢ Ongoing review of MOPPs ➢ Increase in move-	MOPPs Action Plan

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
and monitor and increase move-on from hostels and 2nd stage accommodation.			on demonstrated. ➢ Effective outcomes for service users identified.	
4.4 Review, re-commissioning, implementation and monitoring of revenue and grant funded series for rough sleepers: ➢ HHSD funded ➢ Grant funding including day centres review ➢ Adults facing exclusion	2008/09 and ongoing	Single Homelessness Manager	➢ Relevant reviewed completed. ➢ Partners and service users engaged. ➢ Outcomes identified. ➢ Plans implemented. ➢ Evidence of outcomes demonstrated. ➢ Efficient use of revenue and grants made.	Housing Needs Service Improvement Plan.
4.5 Pursue Places of Change Programme (PCP) funding to deliver improvements to existing services and to develop a social enterprise centre in the city providing training	2008/09 and long term implementation based on bids.	Single Homelessness Manager	➢ Bids made / successful. ➢ Partners and stakeholders engaged. ➢ Plans implemented. ➢ Long-term	Housing Needs Service Improvement Plan.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
and employments opportunities.			outcomes measured.	

4.6 Enable the development and remodelling of supported housing for rough sleepers though capital bids:
  ➤ Emmaus
  ➤ 'Wet Garden'.
	2009/10	Single Homelessness Manager	➤ Successful capital bids.
			➤ Named projects supported and delivered.
			➤ Increase in amount of supported housing for rough sleepers
				Housing Needs Service Improvement Plan.

4.7 Use Supporting People re-commissioning process to explore opportunities for joint commissioning of services.	2008/09 and ongoing	Single Homelessness Manager / Supporting People	➤	Supporting People Housing Needs Service Improvement Plan
4.8 Contribute to city-wide crime and anti-social behaviour targets by minimising the impacts of negative aspects of street homelessness (e.g. begging and street drinking)		Single Homelessness Manager	➤	

4.5   Strategic Objective 5: Support vulnerable young people in housing need to prevent homelessness.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
5.1 Develop a move-on scheme for young people and young families in supported housing.	2009	JHT partnership, Housing Needs Manager	➢ Scheme developed and delivered ➢ Outcomes for are leavers monitored.	JHT / Supporting People
5.2 Increase the standard of accommodation for young asylum seekers and care leavers.	2008/09 and ongoing	JHT partnership, Housing Needs Manager	➢ Property standards developed with young people. ➢ Properties inspected to a programme. ➢ Results monitored.	JHT
5.3 Develop a countywide supported lodgings scheme for young people	2008/09	JHT partnership, Housing Needs Manager	➢ Scheme developed ➢ Implemented ➢ Outcomes monitored.	JHT
5.4 Undertake feasibility study for learning and support based accommodation scheme for homeless young people (Foyer)	2009	Head of Service Community Housing and Development	Feasibility study complete, clear plans for implementation developed.	Supporting People, Homelessness
5.5 Ensure wider access	2008/09	JHT partnership, Housing	➢ Advice and	JHT

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
to advice and information for young people in housing need.		Needs Manager	information provision reviewed. ➢ Improvements implemented	
5.6 Develop and improve advice and support given to young people in housing need: ➢ Better advice and support ➢ Post move-on support to ensure independence. ➢ Increased support to those in the private sector.	2008/09 and onwards	JHT partnership, Housing Needs Manager	➢ Direct referral routes established with floating support. ➢ Pathway Planning ➢ All vulnerable people offered 3 months support in private sector. ➢ Training for independence. ➢ Reduction in young people intentionally homeless.	JHT / Supporting People
5.7 Enable increased numbers of young people to access rent deposits (e.g. LMDGS).	2008/09	JHT partnership, Housing Needs Manager	➢ Savings plans with young people in supported lodgings. ➢ LMDGS review.	Housing Needs Service Improvement Plan
5.8 Develop work to educate young people about the realities of leaving home by		JHT partnership, Housing Needs Manager	➢	JHT

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
increasing links with schools and other youth services.				

4.6 Strategic Objective 6: Improve housing options services.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
6.1 Develop and improve service user involvement and consultation in housing options / homelessness prevention services.	2008/09 and ongoing	Housing Needs Manager / Service Development Manager	➢ Service users engaged ➢ Increased participation ➢ Higher levels of consultation ➢ Increased satisfaction demonstrated.	Housing Needs Service Improvement Plan
6.2 Improve customer services provided in housing needs services: ➢ Telephone call handling (reduce lost calls to below 5% by 2010) ➢ Update and improve access to printed information available ➢ Update an improve web-site information. ➢ Increase service user satisfaction with customer services.	2008/09 and ongoing	Housing Needs Manager / Service Development Manager	➢ Call handling targets met ➢ Increased customer satisfaction rates ➢ Better information provision. ➢ Recognised by partners and service users.	Housing Needs Service Improvement Plan
6.3 Increase take up of	2009	Housing Needs Manager	➢ Take-up increased.	Housing Needs

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
under-occupation scheme.			➢ More lettings to over-crowded families.	Service Improvement Plan
6.4 Develop and improve partnership links with key statutory, voluntary and private sector partners.	Ongoing	Housing Needs Manager	➢ Evidence of ongoing partnership work. ➢ New partnerships formed ➢ Evidence of positive outcomes form partnerships for service users.	Housing Needs Service Improvement Plan
6.5 Undertake an annual review of the Homelessness strategy	2009, 2010, 2011, 2012, 2013.	Housing Needs Manager, Service Development Manager	➢ Annual reviews undertaken ➢ Action plans updated and amended ➢ Partners and service users engaged	

4.7 Strategic Objective 7: Identify and address the specific housing needs of different groups in the community who are at risk of homelessness.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
7.1 Undertake research into the housing needs of BME communities to establish the effectiveness of prevention work and any reasons for high levels of BME homelessness.	2008/09	Housing Needs Manager / Service Development Manager.	➢ Review of BME data collection and outcomes. ➢ BME communities engaged. ➢ Link into Housing Needs Survey planned. ➢ Actions set and delivered for results of research.	Housing Strategy / BME Housing Strategy.
7.2 Undertake Equality Impact Assessments for Housing Needs Services (including alongside partner agencies).	2008/09 and ongoing	Housing Needs Manager	➢ EqIA programme set. ➢ EqIAs undertaken for all key areas. ➢ BME communities engaged. ➢ Outcomes implemented.	Equality & Diversity Strategy
7.3 Gather and collate evidence form all service providers on key attributes of service users to identify trends	2010	Housing Needs Manager	➢ Evidence gathered ➢ Service users and partners engaged. ➢ Outcomes identified and	Housing Needs Service Improvement Plan

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
and potential service gaps (BME / age / gender / disability / sexual orientation / faith and culture / substance misuse / DV)			delivered.	
7.4 Ensure ongoing representation on relevant strategic and operational partnerships to maintain a high profile for homelessness issues in the city. (esp. LAA, OHP, Supporting People)	2008 and ongoing.	Head of Community Housing	➢ Homelessness in the city and beyond is / remains a key strategic priority.	LAA / Supporting People / Community Strategy.

4.8 Strategic Objective 8: Ensure housing options services offer value for money.

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
8.1 Continue to reduce the cost to the council of providing temporary accommodation.	2008/09 and ongoing	Housing Needs Manager	➢ TA costs reduce annually according to efficiency plans.	Housing Needs Service Improvement Plan
8.2 Undertake detailed service cost benchmarking with appropriate peers to assess cost / quality ratio in the City's Homelessness \service provision.	2009	Head of Community Housing / Housing Needs Manager / Service Development Manager.	➢ Benchmarking options reviewed (CIPFA / House mark / OHP / other). ➢ Benchmarking in further detailed initiated. ➢ Views of service users obtained. ➢ Results analysed and outcomes implemented to improve Value for Money.	
8.3 Improve the collection of temporary accommodation rents and arrears.	2008/09 and ongoing.		➢ Rent / arrears collection reviewed. ➢ Collection increased and arrears reduced.	Housing Needs Service Improvement Plan

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
			➤ Improvement trends continued.	
8.4 Improve the energy efficiency of temporary accommodation to reduce fuel bills.	2009/10	Housing Needs Manager	➤ Target for SAP rating set. ➤ Appropriate improvement works planned and implemented.	Housing Needs Service Improvement Plan
8.5 Investigate and develop bonds scheme for Homechoice as alternative to deposits for landlords.	2008/09	Homechoice Manager	➤ Bonds scheme introduced. ➤ Homechoice budget stretched to provide more housing options.	Housing Needs Service Improvement Plan
8.6 Increase effectiveness of managing temporary accommodation (faster turnover) and Homechoice schemes (deposit recovery)	2008/09 and ongoing	Housing Needs Manager / TA Manager / HC Manager.	➤ More efficient practices implemented. ➤ Better value for money achieved. Reduced losses of rent / deposits.	Housing Needs Service Improvement Plan
8.7 Improve IT services to maximise service efficiency: ➤ CBL ➤ Housing advice module	2008/09	Housing Needs Manager	➤ New IT systems implemented. ➤ Efficiencies identified and delivered.	

Action	Target Dates	Responsibility	Success Measures	Links to Other Strategies / Priorities
➢ On-line procedures.				

Appendices

Appendix 1: Glossary of relevant terms

Please note: This glossary is intended to help readers make the most of this strategy and is not intended to give a precise legal definition of terms used.

CBL – Choice Based Lettings – a new way of allocating council housing. This involves people on the waiting list selecting a property from a list and placing a 'bid', rather than simply waiting for the council to allocate them a property.

SHOP – Strategic Housing in Oxford Partnership – this is a group of representatives from various organisations to help with the development of the housing strategies in Oxford.

Home Choice – the council's private sector housing options scheme

Black and Minority Ethnic (BME): Generic term for people or communities who are not White British.

Primary Care Trust (PCT): Local bodies responsible for health care budgets, planning and delivery of primary care services.

Registered Social Landlord (RSL): Generally used to mean the same as Housing Association.

Supporting People: The programme for distributing public spending on housing related support services. The commissioning body is made up of representation from district councils, social services, PCT, the Probation Service and voluntary agencies.

Household – this is a term used to refer to all individuals who live in the same dwelling (related or not).

MOPPS (Move on Plans Pilot) – national pilot scheme to increase the level and success of people living in hostel accommodation moving on to move settled accommodation.

LMDGS (Lord Mayor's Deposit Guarantee scheme) – Council funded scheme to assist people without a statutory homeless duty into rented housing.

EqIA (Equality Impact assessment) – an assessment of the impact of a service or policy on different groups in the community.

LAA – Local Area Agreement. The countywide community partnership agreement.

HMO – Houses in Multiple Occupation.

Appendix 2: Consultation List for this Strategy

To be completed when consultation completed.

Appendix 3: Strategic Links

This homelessness strategy sits within a framework of policy across the city, the county of Oxfordshire, the South East region of England and the country as a whole. It is within this framework that activities for delivering homelessness prevention and other service priorities are shaped.

An overview of these strategic partnerships and their priorities in relation to homelessness prevention services in the city are outlined below. This shows how the council is working collectively to deliver improved homelessness prevention services and meet housing needs.

Oxford's Community Strategy (Oxford Strategic Partnership)

The City Council works with a range of organisations in the Oxford Strategic Partnership to develop and deliver the Community Strategy[12]. One of the themes of this strategy is "A Better Living Environment, which specifically states the following objectives for housing in the City:

"Improve the supply and condition of affordable housing in Oxford
Tackle and reduce homelessness in the city."

Oxford Sustainable Community Strategy 2008 (DRAFT)

Flagship issues – No.1 is Affordable Housing

The Oxford Plan (City Council Corporate Plan):

Oxford City Council produces an annual corporate plan, which outlines the council's priorities for service delivery and improvement. These priorities for 2007/08 are:

➢ Reduce inequality through social inclusion.
➢ More housing for Oxford, better housing for all.
➢ Improve the local environment, economy and quality of life.
➢ Reduce and prevent crime and anti-social behaviour.
➢ Tackle climate change and promote environmental resource management.
➢ Be an effective and responsive organisation, providing value for money services.

This homelessness strategy works directly to delivering the second priority 'more housing for Oxford, better housing for all'. The other five priorities are also reflected in the homelessness prevention work in this strategy as the council recognises that housing is much more than just bricks and mortar and that preventing homelessness is inherent to supporting and sustaining families, livelihoods and communities.

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[12] Oxford's Community Strategy, the Oxford Strategic Partnership, 2004

Oxford City Council Housing Strategy

The council has an over-arching Housing strategy, which sits above this homelessness strategy. The housing strategy sets out the council's aims and objectives for its housing services (inducing preventing homelessness) in order that the corporate priorities set by the council ('including more housing, better housing for all') may be met.

The Oxfordshire Partnership or Local Area Agreement (LAA).

This is the countywide version of the City's Community Strategy known as the Oxfordshire Partnership Sustainable Community Strategy. This is being redrafted for 2008. Homelessness is identified an action to address within one of the three themes of the LAA. (These are DRAFT)

Theme 2: Healthy and thriving communities

➤ We will tackle the issues of affordability and availability of housing - enabling people to live independently.

Short Term Actions: Develop a range of housing-related support services and appropriate accommodation to maintain independent living of vulnerable groups such as older people, young people at risk, persons with a physical or learning disability and those with mental health needs.

Long Term Actions: Tackle homelessness, particularly in the City.

Oxfordshire Supporting People Strategy.

This is the strategy for the countywide Supporting People partnership, which manages funding of housing related support services. This is being reviewed for 2008.

The vision statement for the Supporting People programme in Oxfordshire is: "Working together to prevent and address housing crisis and to enable vulnerable people to live independent and healthy lives".

Supporting People is very significant for the Council as it provides funding for a wide range of housing services for vulnerable people in the City. This includes City Council provided services such as community alarms for elderly people and temporary accommodation support. Funding is also provided to a wide range of partner organisations in the City who provide support for homeless people and those who for various reasons require support to obtain and maintain housing. The City Council is a key partner in the Supporting People Partnership.

Key Issues for homelessness prevention in the Supporting People strategy are:
• Support is not currently available to many homeless people outside of Oxford City

- Support is not available to homeless people with long-term alcohol problems
- Many homeless people have difficulty in accessing more independent accommodation

Key Actions for homelessness prevention in the Supporting People strategy are:
- We will ensure that new accommodation-based services for homeless people in Oxford City start in 2008
- We will ensure that people with complex needs and chaotic lifestyles have a range of support services available to them
- We will work with other local agencies to help homeless people to access more independent accommodation

National Homelessness Prevention Strategy

National homelessness policy continues to reduce homelessness by focusing on:
- Preventing homelessness to minimise the impact on the lives of individuals and families;
- Increasing access to settled homes, and;
- Halving the numbers in temporary accommodation by 2010.

This homelessness strategy aims to deliver the actions in the Communities and Local Government strategy for tackling homelessness, namely:
- Preventing homelessness;
- Providing support for vulnerable people;
- Tackling the wider causes and symptoms of homelessness;
- Helping more people move away from rough sleeping, and;
- Providing more settled homes.

Appendix 4: Homelessness Strategy 2003-08 Strategic Action Plan Review Summary

Objective	Successes	Ongoing Challenges
Achieve a 40% reduction in homelessness acceptances by 2008. **ACHIEVED**	- Introduction of Homechoice, the council's private sector housing options scheme. 261 households housed in 2005/06 and 361 in 2006/07. - Comprehensive multi-agency homelessness prevention work (e.g. MAPPA) and 'tenant's at risk' eviction prevention scheme with social landlords. - Development of the Joint Housing Team with County Social Services. - Accommodation panel in place to share information and plan housing and support for homeless young people - Housing and Health Assessment panels established. - Multi-agency Families at Risk of Homeless (FAROH) group established to monitor and plan support for families. - Grants system at the council has been overhauled, and there is now a commissioning process in place, whereby the council has a portfolio of services and agencies bid and offer services. One of the priorities is homeless prevention. - Use of 3rd party verification in homelessness assessments.	- Further development of mediation functions as a prevention tool. - Further development of effective community outreach work to contribute to homelessness prevention (e.g. school visits). - More prevention work with private sector landlords (beyond the Homechoice scheme).

Reduce the average time spent by homeless households in temporary accommodation by 50% by 2008. **NOT ACHIEVED**	▪ Amount of temporary accommodation reduced significantly.	▪ Objective not met. ▪ Severely restricted availability of existing social housing stock for families. ▪ Limited development of new affordable housing.
Increase the current number of homes available to meet housing need by 50 units each year from 2004. **ACHIEVED**	▪ Target achieved. Combination of increased affordable housing development programme, use of brown field land for developments, affordable housing planning gain rules and reduction in right to buy sales.	▪ Limited provision of additional lager, family sized homes so not addressing all housing needs.
Reduce the cost of homelessness over the life of this strategy from 2004. **ACHIEVED**	▪ Significantly reduced use of temporary accommodation (1100 in 2002/03 to 543 in 2007/08 Q1). ▪ Introduction of Homechoice scheme as a 'spend-to-save' homelessness prevention measure. ▪ Development of Housing Options service to reduce cultural reliance of homeless route to housing.	▪ Service is still expensive in relation to similar local authorities. ▪ Are still using a relatively high level of temporary accommodation despite significant reductions. ▪ No evidence available measuring cost / quality relationship to justify the cost of the service.
End the use of B&B for families with children except in emergency. **ACHIEVED**	▪ Improvements to stage 1 hostel type temporary accommodation. Majority converted to self-contained accommodation. ▪ Homelessness prevention and options services diverting people away from temporary accommodation.	▪ Not a data collection priority area.
Reduce single homelessness and keep levels of rough	▪ Partnership with DAAT and Connections on temporary accommodation for drug users.	▪ Services targeted at prisoners released from jail.

sleeping to two thirds below level recorded in 1998 or lower. **ACHIEVED**	▪ Reconnection policy for rough sleepers. ▪ Street services outreach team. ▪ Integrated support services for single homeless people / rough sleepers. Close working via the Single Homelessness Group. ▪ Targeted grant funding for rough sleeper services. ▪ Improvements to hostel services for single homeless people / rough sleepers (rebuilding of Night Shelter and redevelopment of Simon House). ▪ MOPPS pilot scheme in the City.	
Reduce levels of repeat homelessness **ACHIEVED**	▪ Homelessness prevention (intervention) services for families at risk of homelessness in partnership (FAROH). ▪ There is a protocol for every decision and Social Services are made aware of intentionally homeless families. Social Services and the Council have joint funding for deposits for intentionally homeless families.	▪ Measure is for statutory homelessness / presentations to the City Council and does not cover rough sleepers for instance.
Reduce levels of homelessness against main causes. **ACHIEVED**	▪ Prevention and multi-agency intervention work detailed above (e.g. FAROH, Homechoice, Joint Housing Team).	▪ Have not looked at other and emerging issues yet, especially disproportionate levels of homelessness among BME groups. And people leaving institutions and care. ▪ Not able to target resources at local area / ward level as yet.
Reduce inappropriate use of	▪ Virtual ending of use of B&B.	▪ Overall lack of 1-bed units for move on for

Temporary Accommodation. **ACHIEVED**	▪ Redevelopment of council owned stage 1 hostel style temporary accommodation in self-contained units making it generally more appropriate for a wider range of client groups. ▪ Use of specific prevention tools such as Homechoice, eliminating need for TA. ▪ Improvements in the private sector generally (HECA targets, HMO licensing) ▪ Better use of available resources e.g. de-designating elderly general needs accommodation (pilot) ▪ Increase in move on beds / provision in hostels.	single homeless clients (leading to silting up of hostels and move on process).
Significantly improve services for homeless people by 2008. **ACHIEVED**	▪ Development of policies and procedures and guidance for homelessness. ▪ Data provided to influence the Supporting People programme review process. ▪ The council provides a comprehensive housing and options advice service. ▪ There is a dedicated Housing Benefits officer working in Home Choice. The council also funds an officer post in Housing Benefit. ▪ Children are not used as interpreters by the council or by Supporting People.	
Provide a strategic framework for services to homeless people by March	▪ Homelessness strategy adopted and implemented ▪ SHOP and homelessness sub-groups	

| 2004.

ACHIEVED	(Single Homelessness / Family homelessness).	