

To: City Executive Board

Date: 1st April, 2009

Item No:

Report of: Head of Community Housing and Community Development

Title of Report: Allocation of Homelessness Revenue Budget

Summary and Recommendations

Purpose of report: Oxford City Council has been awarded £640,000 Revenue Funding from Communities and Local Government's (CLG) Homelessness, Overcrowding and Worklessness Directorate (HOWD, previously HHSO). This report outlines the allocation of both the HOWD funding and Oxford City Council's homelessness grant budget (£442,279) to a variety of voluntary sector agencies, with the purpose of meeting the objectives of the Homelessness Strategy. The OCC Homelessness grant budget was approved by CEB in January 2009.

Key decision? Yes

Executive lead member: Councillor Ed Turner

Report approved by:

Finance: Andy Collett

Legal: Jeremy Thomas

Executive Director for City Regeneration: Mel Barrett

Policy Framework: Homelessness Strategy 2008-2013

Recommendation(s):

The Board is asked to recommend to Council to:-

1. Create a budget for the HOWD government allocation for the financial year April 09 – March 10, in accordance with the grant conditions set out by Communities and Local Government.
2. Approve the following financial grants from the HOWD budget for 2009-2010 to external agencies:
Rough Sleepers' Street Services and Reconnection Team (CRI) - £238,218
1 Substance Misuse worker, Simon House (CRI) - £45,574
1 Specialist Alcohol Worker, Night Shelter - £34,223

- 1 Tenancy Sustainment Worker, Night Shelter - £34,223
 - 1 Prevention and Reconnection Worker, The Gap Oxford - £38,864
 - 1 Multiple Needs worker, Elmore Community Team - £39,278
 - 1 Life Skills Worker, Simon House - £39,024
 - 1 Move-on Co-ordinator, Simon House £39,024
 - Severe Weather Beds - £3,588
 - Joint funding of the Joint Housing Team and Supported Lodgings Scheme, in partnership with Oxfordshire County Council - £30,000
3. Approve the following allocations from Oxford City Council's homelessness grant budget:
- O'Hanlon House Day Centre - £133,432
 - The Bridge Oxford - £42,992
 - Elmore Community Services - £42,230
 - The Gap - £95,938
 - The Gatehouse - £9,502
 - Steppin' Stone - £51,250
 - Simon House - £11,637
 - Emmaus Oxford Furniture Store - £28,505
 - Aspire Oxfordshire - £25,543
4. Approve delegated authority to the Head of Service of Community Housing and Community Development to allocate the balance of the HOWD budget (£97,984) and the homelessness grants budget (£1,250)

Background

1. Oxford City Council receives an annual grant from Communities and Local Government's Homelessness, Overcrowding and Worklessness Directorate. The grant is currently £640,000 for years 08/09, 09/10 and 10/11 with £30,000 ring-fenced to the Joint Housing Team at Oxfordshire County Council for the prevention of youth homelessness.
2. This is part of a £200 million investment by government to prevent homelessness and tackle rough sleeping nationally.
3. The grant is not ring-fenced and as such it is up to Oxford City Council how it is allocated. It is however given on the condition that it is used to help tackle all aspects of homelessness within the district and the expectation is that OCC will have due regard for Government targets when deciding how and when to spend this money, with specific regard to rough sleeping and non-statutory services.
4. A further commissioning budget of £442,279 is also currently available from the City Council's own grant funds.
5. In light of the cross-commissioning agenda and cross-strategy advantages, a multi-agency steering group is responsible for advising on and monitoring these budgets. The group comprises of representatives from Oxford City Council, Oxfordshire County Council's Joint Housing Team, PCT, DAAT and Oxfordshire County Council's Supporting People Team.

6. The group's terms of reference are attached in Appendix 1.

Strategic Framework

7. The long-term vision for preventing homelessness in the City is to create choice and to realise the potential of people experiencing, or at risk, of homelessness.

8. This vision is embedded in OCC's Homelessness Strategy 2008-2013 which aims to: -

- Prevent homelessness
- Reduce the impact of homelessness on people's lives
- Ensure homelessness services in the city:
 - Are of a high quality
 - Meet the need of vulnerable people
 - Reflect the city's diverse population
 - Are delivered in partnership, and
 - Offer value for money

9. This strategy sits within a framework of policy across the city, the county, the South East region and national housing and homelessness priorities, as attached in Appendix 2.

National Rough Sleeping Strategy

10. In November 2008, government published its new strategy on rough sleeping entitled "No One Left Out – Communities Ending Rough Sleeping." This signalled a new energy and renewed focus **to end rough sleeping by 2012** and replaces its previous strategy "Coming in From the Cold" which achieved its target of reducing rough sleeping by two-thirds from 1998 baseline figures.

11. The full strategy can be found on www.communities.gov.uk/publications/housing/roughsleepingstrategy

12. The main focus of the new strategy is as follows:

13. Promote prevention of rough sleeping in all areas through effective housing options and a strengthened safety net

14. Best practice in commissioning of services that prevent and tackle rough sleeping

15. Extend positive activities that motivate and empower people to take greater control in their lives (Places of Change, day centres as places of engagement, inspiration and involvement)

16. Promote and enable opportunities for homeless people to break out of worklessness.

17. Further improve access to health and social care for people with multiple needs who are sleeping rough or in hostels.
18. Step up efforts across Government and with local partners to tackle rough sleeping amongst new migrant populations.
19. Use the web to promote knowledge of local services and resources that can address rough sleeping and social isolation.
20. Develop a community training programme to build capacity and skills so that local people can support isolated people to avoid sleeping rough.
21. Promote more personalised services especially for marginalised groups.
22. Drive forward user involvement in services and active citizenship among people with experience of rough sleeping (reducing evictions, abandonments, repeat homelessness and unplanned moves).
23. Launch a new approach to help Local Authorities monitor progress and track people sleeping rough, ensuring that counts are not just an opportunity to identify need but also to do something about it.
24. Bring together existing data in new ways to understand and monitor outcomes for people who have slept rough.
25. Launch a new Champions programme, bring together experts from across the country to support local areas and other services.
26. Encourage and support councils and regions to work strategically to end rough sleeping.
27. Re-new focus on driving, co-ordinating and monitoring progress through specialist advisors and regional resources teams.
28. These principles are specifically reflected in OCC's Homelessness Strategy in Objective 4: "To support rough sleepers into settled accommodation and develop clear pathways into independent homes, training and employment."
29. Actions include:
 - Reduce the number of people sleeping rough in the city to attain and maintain the target of 8.
 - Develop and increase training and employment opportunities for rough sleepers and single homeless people to prevent repeat homelessness
 - Develop and improve Move-on Project Plans (MOPPs) and monitor and increase move-on from hostels and 2nd stage accommodation:
 - Review, re-commission, implement and monitor revenue and grant-funded projects for rough sleepers
 - HHSD grant
 - Grant funding, including day centres

- Adults facing chronic exclusions (PSA 16 Socially Excluded Adults)
 - Pursue Places for Change Programme funding to deliver improvements to existing services and develop social enterprise centre in the city providing training and employment opportunities
 - Enable the development and remodelling of new services e.g. Emmaus, wet garden, wet house
 - 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)

30. Therefore, the following priorities have been identified and used as a framework to allocate the funding: -

- Assertive outreach and reconnection.
- Modern and effective hostels and day centres with specialist workers.
- Good move-on into both the social and private sectors.
- Successful tenancy sustainment.
- Better access to education, training and employment

Allocation of HOWD Grant 09/10

It is proposed that, in agreement with the CLG's HOWD, that the following specialist services and posts be funded from the 1st April 2009 until 31st March 2010:-

35. CRI Rough Sleepers' Street Services and Reconnection Team

**One Manager, 4 FTE Outreach Workers and 1 FTE Reconnection Worker
£238,218**

On 1st April 2008 a 3-year contract was awarded to CRI. This is the second year of the contract. The service carries out assertive outreach and reconnection work with the city's rough sleepers. This is the team that is primarily responsible for ensuring that Oxford City Council's target is met and plays an important part in reducing anti-social behaviour within the City.

36. One full-time Substance Misuse worker (extension of funding)

£45,574

Based at Simon House, providing 1:2:1 and group work to residents at the hostel who have substance misuse issues, with an overall aim of reducing eviction and negative abandonment rates and increasing planned move-ons.

This service will be reviewed over the coming year.

37. Oxford Night Shelter (O'Hanlon House)

One, full-time Alcohol Specialist Worker (extension of funding)

£34,223

Based at O'Hanlon House, this post is to assess the support and resettlement needs of street drinkers accessing the day centre and especially the Wet Room. The post also has a strategic remit, holding a broad overview of the

City's needs in terms of alcohol provision and to support the City Council's Rough Sleeping and Single Homelessness Manager in identifying gaps in services and finding innovative ways of solving them.

38. One, full-time Tenancy Sustainment Worker (extension of funding)

£34,223

Providing floating support to clients who have moved on from the Night Shelter into supported accommodation, the Council's move-on accommodation or the private rented sector for a limited period before handing over to the City's generic floating support services

39. Simon House

Life Skills Worker (extension of funding)

£39,024

This post co-ordinates the group programmes and meaningful occupation activities in the hostel, providing clear pathways to education, qualifications, volunteering opportunities and employment, enabling individuals to gain the skills needed for independent living.

This post will be reviewed over the coming year.

40. Move-on Co-ordinator (extension of funding)

£39,024

To create focus for services users on the range of move-on options that are currently available during key stages of their journey through Simon House and to liaise with organisation both statutory and non-statutory to maximise the number of options that are available.

This post will be reviewed over the coming year.

41. The Gap Oxford

One, FTE Reconnection and Prevention worker (extension of funding)

£38,864

Based at the Gap Day Centre, working with 16-25 year olds to assess their housing and support needs with a view of finding them accommodation and preventing them from being evicted once they have accessed. This post also provides the reconnection service to clients who are under 25 years old.

42. Elmore Community Support Team

One, full-time complex needs worker (extension of funding)

£39,278

This post is to concentrate on in-reach work with clients placed in the City's hostels to help keep them in accommodation and prevent them from returning to rough sleeping.

43. Severe Weather Beds (extension of funding)

£3,588

Extra provision (maximum of 12 places) based at the Night Shelter at times of extreme weather.

44. Youth Homelessness

£30,000

Funding for the Joint Housing Team and Supported Lodgings Scheme, in partnership with Oxfordshire Council, working towards the reduction of youth homelessness. This allocation is ring fenced by CLG and is monitored directly by government.

Proposals Pending

45. Training, Recreation, Education and Employment (TREE)

An unprecedented number of proposals were submitted to the HOWD Steering Group for TREE workers at several different hostels and day centres in the City. The Steering Group were not in position to be able to fund each of these separate proposals and took a view that strategically and financially it would be better to commission a network wide resource or model to co-ordinate meaningful activity across the sector. The newly formed TREE strategic group will undertake a time-limited piece of work to establish a model of good practice that will meet the City's needs in terms of training, recreation, education and employment and an allocation will be made thereafter.

46. Home Choice

A further allocation will be required to top-up the rent deposit scheme for non-statutory singles. The availability of appropriate properties in the rental market is difficult to predict and therefore this allocation will be made after an evaluation of properties let last year and the level of need.

47. Withdrawal of HOWD Funding - English Churches Housing Group (Lucy Faithful House)

Two full-time resettlement workers

£0

Due to the on-going poor performance of this service, the contract was not extended.

48. The City Executive Board is asked to approve delegated authority to the Head of Community Housing and Community Development to allocate the balance of HOWD grant, which is currently £97,984

Oxford City Council's Homelessness Grant

49. In January 09, CEB approved a grant allocation of £442,279 for the commissioning of homelessness services.

50. In line with the City Council's prospectus and strategic objective "safer communities/homelessness" we are committed to the provision of accommodation, day centre support, a full range of day centre activities and meaningful occupation as well as tenancy sustainment from this grant.

51. It is recommended that the grant allocation be made as follows for 09/10:-

Organisation and Purpose of Grant	Allocation for 09/10
O'Hanlon House Day Centre	£133,432
Bournemouth Churches Housing	£42,992

Association (Core Funding)	
Elmore Community Services (Core Funding)	£42,230
The Gap (Core Funding)	£95,938
The Gatehouse (Core Funding)	£9,502
Steppin Stone (Core Funding)	£51,250
Simon House (Respite Beds)	£11,637
Emmaus Oxford Furniture Store (Core Funding)	£28,505
Aspire Oxfordshire	£25,543
	£441,029
	Unallocated
	£1,250

Joint Commissioning

52. The day centre service at **O’Hanlon House, Oxford Night Shelter** and the **Young Persons’ Project**, formerly known as The Bridge Project, were jointly re-commissioned with Supporting People over the last year. New contracts were started on 2nd February 2009 with the contract for O’Hanlon House was awarded to Oxford Night Shelter and the young person’s hostel awarded to Bournemouth Churches Housing Association (BCHA).

Day Centre Review

53. A second piece of work is currently underway to best consider the City’s commissioning priorities, especially in light of the significant re-development of the Old Fire Station with Crisis Skylight.

54. Executive Board is asked to approve delegated authority to the Head of Community Housing and Development to allocate the balance of this budget which is currently £1,250

Other related issues

Wet Houses

55. Oxford City Council has secured 3-years of revenue funding from Supporting People to develop two “wet” houses of four units each in Oxford for older, chronic street drinkers who don’t want to, or are unable to stop drinking yet their addiction, subsequent significant health needs and often anti-social behaviour means that they are at risk of long-term street homelessness and its associated vulnerabilities in terms of physical and mental health needs, and mortality rates. This would not preclude access for younger, long-term drinkers who often display the physical and mental characteristics of people who are much older.

The importance of a wet house within the range of supported housing in Oxford is that people can continue to drink, but in a safer more stable environment where the focus is on maintaining the client’s independence, keeping the house safe, clean and tidy; personal and practical care especially with regard to physical and mental health; and activities linked to harm minimisation and reduction of drinking where possible.

The funding will imminently be subject to a Supporting People procurement exercise to find the best provider to deliver this service in Oxford. The procurement of two properties, probably long-term private sector leases, will be part of the same procurement exercise.

Level of Risk

56. The budget is monitored by the Rough Sleeping Manager with support from the Steering Group to ensure that all payments are made on time, and within the financial year.

Climate Change/environmental impact

57. There are no significant climate change or environmental impact issues related to this report.

Equalities Impact

58. All services in receipt of funding are subject to rigorous monitoring which includes equality and diversity.

Financial Implications

59. The funding allocation has to be spent by the end of the financial year 2009/10

60. There are no financial implications for the Council arising from this report.

Legal Implications

61. In distributing these grants the Council should ensure that the organisations are clear as to the outcomes that the Council expects to achieve.

Staffing Implications

62. All external staff are employed by external organisations for whom the Council has no liability.

63. There will be quarterly performance monitoring meetings with Oxford City Council's HOWD Steering Group to review and ensure the delivery of services, and that outcomes and targets are achieved

64. The HOWD funding programme and OCC's homelessness grant will be managed by the existing Rough Sleeping and Single Homelessness Manager in the Community Housing Business Unit.

Recommendations

65. CEB are asked to recommend to Council to:-

1. Approve the allocation of the HOWD government grant for the financial year April 09 – March 10, in accordance with the grant conditions set out by Communities and Local Government.

2. Approve the following financial grants from the HOWD budget for 2009-2010 to external agencies: -

Rough Sleepers' Street Services and Reconnection Team (CRI) - £238,218
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Severe Weather Beds - £3,588
Joint funding of the Joint Housing Team and Supported Lodgings Scheme, in partnership with Oxfordshire Council - £30,000

3. Approve the following allocations of Oxford City Council's homelessness grants budget:-

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Steppin Stone - £51,250
Simon House - £11,637
Emmaus Oxford Furniture Store - £28,505
Aspire Oxfordshire - £25,543

4. Approve delegated authority to the Head of Service of Community Housing and Community Development to allocate the balance of the HOWD budget (£97,984) and the homelessness grants budget (£1,250)

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List of background papers:

None

Version number: 0.3

Appendix 1
Homelessness, Overcrowding and Worklessness Division
(previously HHSD)

STEERING GROUP

***DRAFT* Terms of Reference**

1 INTRODUCTION

This document sets out the terms of reference for the Homelessness, Overcrowding and Worklessness Division (HOWD) Steering Group– this being the group responsible for the overall management of HOWD grant and Oxford City Council grant budgets.

2 BACKGROUND

Oxford City Council receives an annual grant from the Communities and Local Government, Homelessness, Overcrowding and Worklessness Division. The grant is currently £640,000 for each year 08/09, 09/10 and 10/11 £30,000 of which is currently allocated to the Joint Housing Team for years 08/09, 09/10 and 10/11

This is part of a £200 million investment by government to prevent homelessness and tackle rough sleeping.

The grant is a non-ring fenced grant, and as such it is up to Oxford City Council how this is spend. It is however given on the condition that it is used to help tackle all aspects of homelessness within the district and the expectation is that OCC will have due regard for Government targets when deciding how and when to spend this money, with specific regard to rough sleeping and non-statutory services as well as pump priming initiatives.

A further commissioning budget of £442,279 is also currently available from the City Council's own grant.

In the past, Oxford City Council used to administer this grant internally. The Council is keen, especially in light of the cross-commissioning agenda and cross-strategy advantages, to involve a range of key statutory partners in the steering group set up to advise on this budget.

3 STRATEGIC FRAMEWORK

The long-term vision for preventing homelessness in the City is to create choice and to realise the potential of people experiencing, or at risk, of homelessness.

The aims of Oxford City Council's Homelessness Strategy 2008-2013 are to: -

- Prevent homelessness
- Reduce the impact of homelessness on people's lives
- Ensure homelessness services in the city:
 - Are of a high quality
 - Meet the need of vulnerable people
 - Reflect the city's diverse population
 - Are delivered in partnership, and
 - Offer value for money

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

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

These objectives translate to a range of targets which include; -

- Reducing the use of temporary accommodation by 50% by 2010
- Increasing Homelessness Prevention (BVPI 213)
- Reducing rough sleeping to as close to zero as possible.
- Reducing the use of Bed and Breakfast (not used for 16/17 year olds) by 2010

Some of the groups that we aim to help are: -

BME groups (by group if necessary)	Those with complex/multiple needs
Lone parents	Those with reasonable preference
Young people 16-25	Those in priority need
Short-term rough sleepers	Those in high housing need
Entrenched rough sleepers	Those in medium housing need
Former rough sleepers	Those in low housing need
Offenders pre-release	Underoccupiers
Ex-offenders under probation supervision	Overcrowded
Ex-offenders not under probation supervision	Families with dependent children
Care leavers	Working singles

Those in contact with secondary mental health services	Working families
Those with moderate to severe learning disabilities	Unemployed
Victims of domestic violence	Those aged 16-19 in training/education
Substance misusers	Those aged 19+ in training/education
Ex-service personnel	Overcrowded households
Elderly	Intentionally homeless households
Physically disabled	Unintentionally homeless households
	Statutorily homeless households
	Single men
	Single women

This strategy sits within a framework of policy across the city, the county, the South East region and national housing and homelessness priorities attached in Appendix 1.

Rough Sleeping - National Strategy

In November 2008, government published its new strategy on rough sleeping entitled “No One Left Out – Communities Ending Rough Sleeping.” This signalled a new energy and renewed focus **to end rough sleeping by 2012** and replaces its previous strategy “Coming in From the Cold” which achieved its target of reducing rough sleeping by two-thirds from 1998 baseline figures.

The main focus of the new strategy is as follows:

The right help, in the right place at the right time

1. Promote prevention of rough sleeping in all areas through effective housing options and a strengthened safety net (e.g. access to accommodation, good quality advice to prevent homelessness, promote access to the private sector)

2. Best practice in commissioning of services that prevent and tackle rough sleeping (cross-cutting commissioning of integrated services to prevent rough sleeping and achieve best outcomes for people with complex multiple need, tackling the flow on to the streets and highlight specific groups to target, Move on Plans Protocol (MOPPS), professional training for homelessness services to improve quality)

3. Extend positive activities that motivate and empower people to take greater control in their lives (Places of Change, day centres as places of engagement, inspiration and involvement, a range of innovative project for homeless people to give hope, build skills, increase confidence and self-esteem)

4. Promote and enable opportunities for homeless people to break out of worklessness (raising expectations, support to get a job, better targeted information (especially around benefits), promoting social enterprise, jobs in homelessness services.)

5. Further improve access to health and social care for people with multiple needs who are sleeping rough or in hostels.

6. Step up efforts across Government and with local partners to tackle rough sleeping amongst new migrant populations.

Empowering People and Communities

7. Use the web to promote knowledge of local services and resources that can address rough sleeping and social isolation

8. Develop a community training programme to build capacity and skills so that local people can support isolated people to avoid sleeping rough

9. Promote more personalised services especially for marginalised groups

10. Drive forward user involvement in services and active citizenship among people with experience of rough sleeping (reducing evictions, abandonments, repeat homelessness and unplanned moves)

11. Launch a new approach to help Local Authorities monitor progress and track people sleeping rough, ensuring that counts are not just an opportunity to identify need but also to do something about it.

12. Bring together existing data in new ways to understand and monitor outcomes for people who have slept rough

13. Launch a new Champions programme, bring together experts from across the country to support local areas and other services

14. Encourage and support councils and regions to work strategically to end rough sleeping

15. Re-new focus on driving, co-ordinating and monitoring progress through specialist advisors and regional resources teams

Oxford City Council Homelessness Strategy - Objective 4: Rough Sleeping

“To support rough sleepers into settled accommodation and develop clear pathways into independent homes, training and employment.”

Actions include:

- Reduce the number of people sleeping rough in the city to attain and maintain the target of 8.
- Develop and increase training and employment opportunities for

rough sleepers and single homeless people to prevent repeat homelessness

- Develop and improve MOPPs and monitor and increase move-on from hostels and 2nd stage accommodation:
- Review, re-commission, implement and monitor revenue and grant-funded projects for rough sleepers
 - HHSD grant
 - Grant funding, including day centres
 - Adults facing chronic exclusions (PSA 16 Socially Excluded Adults)
- Pursue Places and Change Programme funding to deliver improvements to existing services and develop social enterprise centre in the city providing training and employment opportunities
- Enable the development and remodelling of new services e.g. Emmaus, wet garden, wet house
- 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 streets homelessness (e.g. begging and street drinking)

The following priorities have been identified and used as a framework to allocate the funding: -

- Assertive outreach and reconnection.
- Modern and effective hostels and day centres with specialist workers.
- Good move-on into both the social and private sectors.
- Successful and sustainable tenancy sustainment.
- Better access to education, training and employment

4 PURPOSE OF GROUP

The overall purpose of the Steering Group is to ensure that these grants are used effectively to deliver against the strategic objectives above, within budget and offer value for money

5 SCOPE OF GROUP

The Steering Group will advise and inform the City Council's Rough Sleeping and Single Homelessness Manager to:-

- Help make decisions on the budget allocation
- Advise on allocations to individual providers
- Advise on any changes to the providers' budgets, targets or contracts
- Monitor the performance of the providers against the desired objectives and outcomes.

- Decide on any factors influencing the direction of provision
- Help promote and integrate the work within the Council and with its partners and stakeholders
- Monitor the likely impacts of any changes

The City Council reserves the right to make final decisions.

The Rough Sleeping and Single Homelessness Manager reports to the City Executive Board, who have ultimate authority over this budget.

6 METHODOLOGY

The Steering Group meets every quarter.

The Steering Group will be informed at each meeting by the Rough Sleeping and Single Homelessness Manager on:

- Budget allocation and performance
- Performance of provision against allocated budget
- Risk issues due to poor performance and necessary action
- Future work plans for the group
- Key decisions to be made or signed off
- Action required

7 MEMBERSHIP

It is proposed that the membership of the Steering Group is as follows:

Nerys Parry	Rough Sleeping and Single Homelessness Manager	nparry@oxford.gov.uk 01865 252825
Dave Scholes	Housing Needs Manager, Oxford City Council	dscholes@oxford.gov.uk 01865 252636
Richard Adams	Community Safety Manager, Oxford City Council	riadams@oxford.gov.uk 01865 252283
Lorraine Donnachie	Quality Performance Officer for Homelessness, Supporting People Team	Lorraine.donnachie@oxfordshire.gov.uk 01235 469757
Katie Cleaver	Health Improvement Practitioner, PCT	Katie.Cleaver@oxfordshirepct.nhs.uk 01865 336859

Lucia Winrow	Service Manager PCT	Lucia.Winrow@oxfordshirepct.nhs.uk 01865 336821
Sarah Roberts	Commissioning Officer, Oxfordshire DAAT	Sarah.Roberts@oxfordshiredaat.org 01865 290802
Clare Rowntree	Manager of the Joint Housing Team, Oxfordshire County Council	Clare.Rowntree@oxfordshire.gov.uk 01865 323555

The chair of the Steering Group will be on a rotational basis.

Members of the Steering Group should not include any representatives from the voluntary sector or other funded organisations

If required, a decision will be made by majority vote

A quorum of four members is required for the group to meet.

APPENDIX 2

Figure 4: Strategic Housing Framework (Summary Diagram)



