

Lambeth Homelessness Strategy 2005-10 Action Plan

October 2005

Lead officer key	
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OBJECTIVE ONE: PREVENT HOMELESSNESS AND PROVIDE ALTERNATIVE HOUSING OPTIONS

“Homeless prevention” means homelessness is avoided due to any intervention. There must be a threat of homelessness, and it must be resolved due to an intervention of some kind. This is wider in scope than homelessness prevented due to housing advice casework (BVPI 213), although it is anticipated that much homelessness prevention will fall within the definition of BVPI 213.

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Comments
Extend deposit scheme to single people, including non-priority need.	Apr – Jun 05, 18 single person/ all adult households housed through Lettings First. Scheme currently restricted to priority need households only.	£100,000	KP	Dec 05 Apr 06 Apr 06	Make improvements to scheme to encourage take-up by landlords Increase access to scheme for those in Supported People accommodation to facilitate move-on, and to provide floating support to tenants. Develop lower-cost options for non-priority households (e.g. guarantee based scheme)	11 placement per month, rising to 15 per month from Jan 06. Including 20 pa reserved for people in supported accommodation.	Limited take-up of scheme by landlords for singles, particularly for under-25s.
Expand deposit scheme for families	Apr – Jun 05, 41 families housed through Lettings First.	£150,000	KP	Jan 06	New targets introduced	17 placements per month (with effect from Aug	

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Comments
				Sept 06	Review and set targets	05) rising to 20 placement per month in Jan 06	
Provide family mediation to prevent homelessness for adults being asked to leave by family	Currently no family mediation provided for adults. Relate provided mediation for adults, and some young people, from Sept 2004, but have worked exclusively with young people since July 2005 following decision to withdraw funding from Home & Away.	£40,000	SB	April 06	Relate (or other organisation) to start providing mediation for 300 adults per year.	Initially 4 homeless prevention per month, rising to 7 per month over 18 months.	
Provide family mediation to prevent homelessness for all 16/17 year olds	Relate providing mediation service for young people since 23.6.05. July – Sep 05, service took on 53 cases. 1 successful outcome, plus 6 did not take up offer of mediation and did not continue their homeless application.	£40,000	SB		100% of 16/17 year olds being asked to leave family home to receive mediation. Target is 300 per year.	4 homeless prevention per month, rising to 7 per month by Sept 06.	Children and Young Adult's Services have announced withdrawal funding from Dec 05 from Home & Away, which provided mediation for 16/17 year olds. Relate has temporarily taken over this role whilst a new young person's service is commissioned.
Extend Homelessness Prevention Fund which can be used by staff to prevent homelessness	Homelessness Prevention Fund currently covers rent deposits and removal allowances to encourage access to private rented accommodation. This	£30,000	SB + Delivery Group	Dec 05	Funds identified. Protocols for use agreed with Finance Department.	Target is 2 additional homeless prevention per month due to advice to private	The prevention fund is an additional tool to increase the effectiveness of advice and

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Comments
	action will extend the scope of the existing fund, and budget quoted does not include funds for deposits through Lettings First.			Jan 06 Jun 06	Procedures in place for staff. Start of use Evaluation report	sector tenants, and general options advice.	options work.
Develop accommodation-based scheme to provide emergency accommodation and mediation for 16/17 year olds	No interim accommodation to provide "cooling off" period whilst family mediation is undertaken	£300,000 (estimate)	EN	Dec 06 Apr 06	Agree specification of service with Young Persons Commissioning Group Service to be operational	6 homeless prevention per month, rising to 10 per month after 18 months.	This service will replace the current Relate service.
Prevent homelessness from private rented accommodation, by providing advice, assistance and mediation		£72,900	SB		Provide homeless prevention casework for 250 private sector tenants per year, rising to 300 by 2010.	9 homeless prevention per month, rising to 15 per month by Sep 06 .	Target to be reviewed in Sep 06.
Visit all households who present as homeless to verify their details and provide options advice	Jan-Mar 05, 28% of households were visited, for verification only.	£69,500	SB		90% of all households to be visited.	4 homeless prevention per month.	
Identify people on the Housing Register who are threatened with homelessness, and offer them options advice	Apr – Jun 05, 18 households from the housing register were referred for options advice. The outcome of these referrals is not known.	n/a	RC	Nov 06	Systems to be in place to monitor outcome of referrals.	4 homeless prevention month following referral from Housing register (included with other prevention targets)	This activity does not achieve any direct outcomes. Instead, outcomes will be achieved by the service(s) receiving the referral.
Encourage local agencies to refer cases early to allow prevention activities	Referrals from local agencies tend to be made only when threat of homelessness is immanent (e.g. 28 days or less)	£10,000	SB CK	Nov 05 Nov 05	Schedule 12 visits pa to local agencies to meet with staff. Schedule joint SNAP/SP visits to 12 agencies per	2 homeless prevention per month following referral from local agencies.	Method of measurement to be reviewed, as may not be possible to precisely

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Comments
			SB/CK	Nov 05	year Produce inter-agency leaflets		evaluate the homeless prevention impact.
Promote prevention and options amongst BME and refugee communities	People from BME groups are twice as likely to become homeless.	£5,000	SB	Nov 05	Schedule 12 visits pa to local BME agencies Produce BME-specific leaflets	2 homeless prevention per month following referral from BME agency	Method of measurement to be reviewed, as may not be possible to precisely evaluate the homeless prevention impact.
Develop a Sanctuary Scheme for victims of domestic violence	In 2004/05, 52 people were accepted as homeless due to violence in the home.		FL + DV Strategy Coordinator	Apr 06	Develop plan and detailed timetable for implementation in partnership with the Domestic Violence Strategy Group.	More effective homelessness prevention due to more options available for women experiencing violence	
Provide early intervention through outreach services	Outreach advisers working with Prison Service, and hospital discharge.	£75,000	SB	Dec 05 Apr 06	Evaluate Hospital Discharge worker pilot, and decide whether to continue service from April 06 Provide advice in daycentres Provide services in GP surgeries	More effective homeless prevention through early intervention	
Improve the way we present housing options to customers	Focus of service has traditionally been "assessment-focused". This action will provide staff with the skills and	£30,000	SB		Provide relevant information in a range of formats. Improve web-based	Improved marketing of alternative options	

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Comments
	support to market options effectively.				information. Regular training and support for all staff to deliver effective options advice		
Establish Choice Based lettings scheme	Allocations currently made by conventional matchlist offering limited choice and lacking transparency	£270,000 development, £50,000 pa running cost	RC	Apr 2006 Apr 2006 Apr 2007	Merton & Kingston to obtain ODPM funding and develop system. Seek member approval for Lambeth to enter scheme (Subject to member approval) Lambeth to enter scheme	Greater choice and transparency assists the marketing of alternative options.	Merton, Kingston & Lambeth working in partnership. Phase One being led by Merton & Kingston, Lambeth to join for Phase Two
Support the development of external housing options, such as MoveUK		£3,000	RC		Arrange training for staff on new MoveUK options which is replacing LAWN, HOMES etc. Produce information for customers		
Use tenants incentive scheme to increase supply of high-demand properties		£80,000	RC			60 suitable properties released in 2005/06 increasing to 124 pa by 2010	Contributes to reducing time large families have to spend in TA.
Use supported housing as an alternative to homelessness temporary accommodation	New service. In first 6 months of operation (Apr –Sept 05) placed 222, although this level not expected to continue.		CK		SNAP Team referrals to Supporting People placements	300 placements pa 2005/06.	Reduction in use of TA. Target to be reviewed in Sep 06
Use supported housing as an alternative to			CK		Increase proportion of placements made that	5 placements per month, rising to	

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Comments
making a homelessness application					do not involve a Part VII homeless application	8 per month from Jan 06	
Develop move-on options for people in Supporting People accommodation-based services	Move-on provided through Housing register avoids need to make a Part VII application.	nil	CK			80 pa in 2005/06, rising to 150 in 2010.	Avoids need to make a Part VII application
Visit households in temporary accommodation to encourage take-up of alternative options		£50,000	EN		<p>Visit large families (requiring 4 bed or more) and encourage household to split and be housed separately.</p> <p>Visit all accepted households every 6 months to encourage take-up of alternative options.</p> <p>Carry out full review of all households in temporary accommodation more than 18 months.</p>	50 people move out of TA pa to accept alternative offers of accommodation, rising to 150 by 2010	Reduction in use of TA
Bring empty properties back into residential use, and secure them for use through leasing scheme	2004/5: 136 properties were brought back into use	Nil	KP	Apr 06	Empty property inspections on all empty property offered to LF on PSL scheme	150 pa, rising to 200 by 2010.	Partnership working with private sector housing services

OBJECTIVE TWO: IMPROVE ACCESS TO AND QUALITY OF SERVICES

This objective concerns the need to have high quality services that are responsive to customer needs and expectations. This determines the organisation’s ability to provide effective and efficient services, including homeless prevention services.

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Notes
Improve quality of advice and homelessness assessment services	Quality not currently benchmarked	£50,000	SB	Apr 06	Staff training through shadowing and induction programme Regular liaison between teams Monthly staff newsletter Office procedures manual Submit Charter Mark application Submit Quality Mark application	Homeless assessment service to obtain Charter Mark accreditation by Apr 2007 Housing advice service to obtain Legal Services Commission Quality Mark by Apr 2007	
Improve efficiency of advice and homelessness services			SB	Sep 06	80% of homeless assessment cases completed within 33 days, aiming for 100% by 2010 80% of reviews to be completed within 8 weeks. Use external medical vulnerability assessment provider to ensure consistency with other Local Authorities.	Fast turnaround of decisions, and consistency of decisions with other Local Authorities	

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Notes
Adopt high customer care standards	Customer standards not expressed, and performance not publicised	£20,000			<p>Develop and publish meaningful customer care standards in consultation with staff</p> <p>Standards, and performance to these standards, to be widely publicised.</p> <p>Provide customer care and motivational interview training to staff</p> <p>Publish a customer newsletter</p> <p>Publish annual review of our performance</p>	Increased performances against customer care standards.	
Obtain customer feedback	Customer feedback not routinely obtained	£1,000	Service Managers	Apr 06	<p>Customer satisfaction survey to be sent to all service users.</p> <p>Results of feedback and complaints to be widely distributed, to public and staff.</p>	Improved standards to customer care	

OBJECTIVE THREE: PROVIDE EFFECTIVE SUPPORT AND OPPORTUNITIES

This objective supports the aims of building sustainable communities, reducing social exclusion and reducing the risk of homelessness. People who are assessed as requiring support might not be able to sustain their tenancy without it, and might become homeless. Note that unlike housing options and advice, "homelessness prevention" as an outcome of support cannot be accurately measured, because the intervention is of a more general nature, without a specific threat of homelessness.

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Notes
Provide efficient support needs assessment services			CK	Sep 06	Respond to new referrals within 5 working days. 90% of assessments completed within 15 working days. SNAP to work with Supporting People to streamline and improve referral, assessment and placement process.	Reduced likelihood of homelessness due to delay in assessment of support needs	
Increase referrals of single homeless from SNAP Team with identified planned exit routes	Very few referrals have identified move-on.		CK	Apr 06	50% of referrals to have identified move on (not including Part VII cases)	Reduced likelihood of homelessness, and supporting sustainable communities.	Planned exit routes, such as move-on through housing-register, reduce need to make a Part VII application
Increase provision of tenancy support in temporary accommodation			CK		Supporting People to agree to commission new tenancy support services Pre-tenancy training to facilitate move between TA and permanent accommodation, in partnership with housing management	Reduced likelihood of homelessness, and supporting sustainable communities	

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Notes
Establish appropriate support for Council tenants	Pilot in Brixton Area office	Supporting People Grant	CK	Nov 05 Jan 06	Interim Evaluation Report to Supporting People Commissioning Group Final report Decision on whether to extend scheme to cover all 5 Area Offices	Increased sustainment of Council tenancies and promoting stable communities.	
Increase provision of supported accommodation for young people			SB/CK/EN		Agree development of supported accommodation for young people. Agreed development of 10 unit supported accommodation for teenage parents, linked to multi-agency family centre.		

OBJECTIVE FOUR: IMPROVE SUITABILITY AND ENSURE SUFFICIENT SUPPLY OF TEMPORARY ACCOMMODATION

The overarching target is to reduce temporary accommodation use by 50% by 2010. Lambeth had 2378 households in temporary accommodation at 31 Mar 05. See Objective One, above, for plans to reduce homelessness and thereby reduce the number of households who need temporary accommodation. However, in those cases where homelessness cannot be prevented, we aim to provide good quality temporary accommodation and to achieve value for money in providing it.

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Notes
Reduce use of "temporary" accommodation, and increase use of "settled" accommodation	"Settled" accommodation provides households with stability.		EN	Nov 05	Research best practice and make recommendations for implementation. Plan in place to take advantage of any Government change of policy in this area.		
Reduce the number of households in shared B&Bs and hostels			EN	Oct 05 Apr 09	Maintain average length of stay in B&B for families at less than 6 weeks Ensure that stay for families with children and pregnant women in Lambeth owned hostels is below 15 weeks Reconfigure hostels into self-contained accommodation	50% reduction by March 2008.	BVPI 183i & ii
Increase provision of mobility units			EN	Apr 08	Provision of disability facilities at Leith House Hostel	Appropriate temporary accommodation for people with disabilities	
Minimise impact of homelessness on young people			All		Provide starter pack for all young people entering TA (EN) Produce schools	Higher rates of participation in education, employment and training.	

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Notes
					<p>information pack for parents in TA (EN)</p> <p>Minimise moves in temporary accommodation. Target of 1 move per household before being offered permanent accommodation. (EN)</p> <p>Address needs of young people through the Young Homeless Persons Forum. (CC)</p> <p>Share information with Children & Young People's Services (Education) to maximise take-up of schools places by households in TA. (EM)</p> <p>Improve play facilities in family hostels with gardens (EN)</p>		
Maintain temporary accommodation located in borough	79% of temporary accommodation is located in borough (2004/05)		EN		Local target is 80%	Building sustainable communities	BVPI 203
Analyse temporary accommodation portfolio, and predict future requirements	Dedicated post in existence	£36,500	EN	Nov 05	Monthly cost-benefit reports	Improved efficiency and planning	

OBJECTIVE FIVE: MONITORING, REVIEW AND EVALUATION

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Notes
Publish performance reports	Performance reports are not made widely available	nil	EM/CC	Nov 05	<p>Monthly performance reports to be published on Lambeth Web site</p> <p>Monthly reports to be distributed to all members of the Homelessness Forum</p> <p>Publish quarterly reports which provide commentary, identify trends and recommend action</p> <p>Six-monthly reports to Executive to report on progress implementing the Homelessness Strategy</p>	Greater transparency accountability	
Improve depth of reporting of BME homelessness	Overall profile of all housing applicants known, but not broken down into sub-categories	nil	EM	Dec 05	Produce figures on BME homelessness, broken down by reason for homelessness, prevention options, age, gender	Greater awareness of BME homelessness will enable us to prevent homelessness more effectively, and promote diversity	
Understand the reasons for BME homelessness		£10,000	EM	Jan 06	Commission research into BME homelessness	Research should make practical recommendations to reduce homelessness amongst BME	

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Notes
						households	
Annual review of Homelessness Strategy			CC	Apr – Jun 06	Review undertaken and results published between Apr – Jun each year.		
Equalities Impact Assessment of Strategy			CC	Dec 05	Report to Executive		
Consult effectively with service users			All	Dec 05 Apr 06	Customer satisfaction surveys to all service users. Focus groups with service users	Improved responsiveness and increased customer care	

OBJECTIVE SIX: MAINTAIN REDUCTION IN ROUGH SLEEPING

Overarching target is to maintain reduction in rough sleeping at two-thirds compared to 2000 baseline.

Action	Baseline	Budget	Lead	Milestones	Outputs	Outcomes	Comments
Bespoke Street outreach Team to target rough sleepers and street population (ST Mungo's SPOT Team)	April 05 Street count met and exceeded Target with count of 7	£331,323	RCu	Dec 05	Review	12 counted on single night count.	
Specialist funding for x4 hostels to work with rough sleepers	April 05 Contracts agreed serviced reviewed with SP04/05, service level Agreements signed with St Mungo's spot team April 05	£809,873	Rcu		100% rough sleepers receiving full assessment. 90% positive moves within target time specified in support plan	Target: <10% evictions <10% abandonment	Increased retention of rough sleepers, contributing to rough sleeping reduction target
Work with rough sleepers in the Waterloo and North of borough areas	Funding agreed 05-06	£195,700	RCu	Nov 05	Review Triage rough sleepers, link in with appropriate services 100% rough sleepers from Lambeth Southwark. 75% receiving full assessment		North Lambeth Daycentre
Increase retention and stabilisation of working women with chaotic lifestyles at cedars road hostel	Funding agreed and targets set Oct 05 recruit worker (St Mungo's) Nov 05	£37,000			Recruit specialist worker to run first floor working women's specialist beds at cedars road St	50% reduction in sex working	

					<p>Mungo's</p> <p>70 % of service users will attend weekly resident meetings</p> <p>100% of service users will have joint action plan</p> <p>Target : 100% complete substance misuse assessment</p>		
<p>START Training Team (SLAM)</p> <p>Specialist training team to provide training in the field of working with rough sleepers and homeless people with mental health and dual diagnosis issues</p>	<p>Funding agreed 05/06</p> <p>Targets agreed April 05</p>	<p>£110,095</p>	<p>RCu</p>			<p>To increase the skills base of workers across the voluntary and statutory sector and increase effectiveness of work with this group</p>	
<p>Education campaigns about begging and link to drug market</p>		<p>£10,000</p>	<p>RCu</p>	<p>Oct 05</p>	<p>Project evaluation</p>	<p>To increase awareness amongst general Lambeth population of the link between begging and the drug market.</p> <p>To discourage</p>	

						begging To encourage greater uptake of services by target population	
Refurbish principal rough sleepers hostel in borough, St Mungo's Cedars Road.		ODPM Hostels improvement grant £2,000,000	Rcu	Oct 05	Work starts	Re-configure 120-bed hostel into cluster accommodation. Provide internal 'move-on' facilities in the form of self-contained units as part of move-on	

APPENDIX ONE: SUMMARY OF HOMELESS PREVENTION TARGETS

The table below summarises the homelessness prevention outcomes referred to in the Action Plan. Measures of success of this Action Plan include reduction in homeless acceptances (being those households who become homeless for whom the Council accepts an obligation to house), and increase in number of cases where we have successfully prevented homelessness.

Baseline performance was 1644 households accepted as homeless in 2004/05, an average of 137 acceptances per month. Our target is to reduce acceptances to an average of 90 per month by 30 Sept 06, by preventing homelessness and offering people a range of different housing options. This will be followed by further annual reductions of at least 10%. Actual performance for the period 1 Apr 05 to 30 Sept 05 is on target overall. A total of 715 households were accepted as homeless in the period, against the target of 720.

The table below illustrates the contribution of various prevention programmes to the overall goal of reducing homelessness. Although there is not always direct relationship between homeless prevention outcomes and reduction in homelessness acceptances, the target homelessness acceptances are shown alongside for illustrative purposes.

		Prevention Outcomes								Acceptances
		Rent Deposit Scheme (Lettings First)		Family Mediation		Private Tenancy Sustainment	SP Placements	Other	TOTAL	
		Families	Singles	16/17 yr olds	Adults					
Baseline	31 Mar 05	34	10	4	0	28	14	0	90	411
Quarterly Targets (period ending)	30 Jun 05	46	33	12	0	28	15	0	134	363
	30 Sep 05	50	33	14	0	28	15	0	140	357
	31 Dec 05	50	33	16	0	28	15	0	142	355
	31 Mar 06	50	45	18	0	28	24	15	180	317
	30 Jun 06	50	45	20	12	45	24	15	211	286
	30 Sep 06	50	45	22	14	45	24	15	215	282
	31 Dec 06	50	45	24	16	45	24	15	219	278
	31 Mar 07	50	45	26	18	45	24	15	223	274

Annualised Milestones	1 Apr 05 – 31 Mar 06	1390 (-15%)
	1 Oct 05 – 30 Sept 06	1238 (-25%)
	1 Jan 06 – 31 Dec 06	1161 (-29%)
	1 Apr 06 – 31 Mar 07	1100 (-34%)
	1 Apr 07 – 31 Mar 08	1000 (-40%)
	1 Apr 08 – 31 Mar 09	900 (-46%)
	1 Apr 09 – 31 Mar 10	800 (-52%)