

## **Denbighshire County Council**

# **Homelessness Strategy Action Plan 2017-2021**

### **Homelessness Prevention Team**

The homelessness strategy action plan details all the activities planned for the next four years to achieve the six priorities within the homelessness strategy.

# Homelessness Strategy Action Plan 2017-21

## Priority 1 – Developing a Holistic Homelessness Prevention Service

### How we will ensure a consistent high quality and accessible Homelessness Prevention Service

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Develop a case management procedure	<ul style="list-style-type: none"> <li>• Draft case management procedure</li> <li>• Train all staff</li> <li>• Roll out procedure</li> <li>• Monitor adherence through one to ones</li> <li>• Review procedure</li> </ul>	Yr 1	KO	Procedure to be developed New forms have been developed	Assessment form remodeled based on feedback from citizens and staff. Now reflects a What Matters conversation
	Regular monitoring of case files and service standards using a designed proforma	<ul style="list-style-type: none"> <li>• Proforma developed and rolled out</li> <li>• Monitoring built into one to ones</li> </ul>	Yr 1	EHL	-Completed point 1 -Ongoing point 2	Proforma completed – to be shared for agreement and adoption
	Develop a range of Service Standards to ensure a consistently high standard of service delivery	<ul style="list-style-type: none"> <li>• Develop a range of service standards in consultation with staff and citizens</li> <li>• Develop monitoring arrangements</li> <li>• Roll out</li> <li>• Review</li> </ul>	Yr 1	EHL & AC	-Completed draft 'Homelessness Team Citizen Involvement Policy' Add stuff from other plan	Currently draft and consultation ongoing
	Implement effective triage arrangements to manage customer demand and enable case work time leading to prevention outcomes	<ul style="list-style-type: none"> <li>• Develop a process and procedure guide to support triage roll out</li> <li>• Review triage form</li> <li>• Monitor outcomes from triage</li> <li>• Ensure effective systems are in place for booking appointments, based on</li> </ul>	Yr 1	CO	-Completed Triage with YPPP adopted April '17 & form adapted. - HPO's manage	First 6mths stats due Oct '17. Outcomes progressing.  Supervision to monitor

		<p>urgency and to ensure chances of successful prevention are maximised</p> <ul style="list-style-type: none"> <li>• Ensure systems are in place for follow up work, case work, and reviews.</li> </ul>			<p>appointments in priority order</p> <p>To be looked at end of the month</p> <p><b>Completed</b></p>	<p>Supervision to monitor</p>
	<p>Introduce a range of local performance indicators to be monitored and reported on a monthly basis.</p>	<ul style="list-style-type: none"> <li>• Introduce a range of key indicators</li> <li>• Ensure monitoring and reporting arrangements are in place</li> <li>• Identify responsibility within the team for completing monthly PIs</li> <li>• Report on these monthly at team meetings</li> </ul>	Yr 1			<p>To be introduced in HPT meetings</p>
	<p>Embed a culture of performance management by discussing performance regularly at team meetings and one to ones.</p>	<ul style="list-style-type: none"> <li>• Develop a standard agenda for team meetings and one to ones to include performance management</li> <li>• Regularly report on performance to team members</li> <li>• Publish team performance within the office</li> </ul>	Yr 1	CO	<p><b>Completed</b></p> <p><b>Completed</b></p> <p><b>Ongoing</b></p>	<p>Discussed at HPT meetings from Agenda items</p> <p>Format of report to be finalised</p>
	<p>Ensure that performance information is shared with senior managers</p>	<ul style="list-style-type: none"> <li>• Develop a simple report to share key performance information with senior managers on a quarterly basis</li> <li>• Introduce case studies to illustrate how the service has effectively prevented homelessness</li> </ul>	Yr 1	KO & EHL	<p><b>Ongoing</b></p> <p><b>HP Dashboard shared every quarter with Service Manager</b></p> <p><b>To be taken as part of Action Plan update to</b></p>	<p>Format of report to be finalized</p>

					HPPG, Scrutiny etc.	
					Completed – in the Strategy and action plan	

### How we will ensure all staff have access to appropriate training

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Ensure staff have access to up-to-date and accurate information on legislation, case law and best practice	<ul style="list-style-type: none"> <li>• Arrange regular training sessions</li> <li>• Subscribe to case law updates</li> <li>• Annually update the procedure manual in line with case law updates</li> <li>• Monthly review case law updates</li> </ul>	Yr 1	KO Tba EHL & SD	Ongoing  Ongoing	-Margaret has dates set for training – Expressions of interest made to name courses -to be introduced at HPT meetings
	Develop an annual training programme for staff	<ul style="list-style-type: none"> <li>• Six monthly appraisal with all staff to identify and address training needs, including behaviours</li> <li>• Identify training issues and develop individual training plans, including job shadowing and mentoring plans</li> <li>• Ensure all staff training is physiologically informed (Pie),</li> </ul>	Yr 1	KO & CO	Ongoing  Ongoing  Ongoing	Supervisors managing appraisals and identifying training needs – to attend training sessions as above
	Develop specialisms within the teams to include: rough sleepers, young people, domestic abuse, mental health and drug/alcohol misuse	<ul style="list-style-type: none"> <li>• Staff specialisms identified within the team</li> <li>• Identify any training needs</li> </ul>	Yr 1	CO	Ongoing	-MH specialism is Lily -Spaces for others still to be filled

	Ensure team members have the necessary skills to perform their roles and successfully engage with citizens	<ul style="list-style-type: none"> <li>• Training on motivational interviewing</li> <li>• Training on reflective practice</li> <li>• Training on “What Matters” conversations</li> <li>• Training of case notes, and case files</li> </ul>	Yr 1	SP Lead	Ongoing	Need to recruit SP Lead then to introduce training
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**How we will implement the Equal Ground Standard to ensure that person centred principles are embedded in service delivery**

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Review the Homelessness Prevention service using the Equal Ground Standard	<ul style="list-style-type: none"> <li>• Review the service</li> <li>• Develop an action plan</li> <li>• Integrate actions into the Homelessness Strategy action plan review</li> </ul>	Yr 1 / 2	AC	Ongoing	Currently developing review with Citizen involvement – meeting 1/11/17
	Ensure regular contact with customers throughout their journey	<ul style="list-style-type: none"> <li>• Develop minimum standards in relation to customer contact in line with the Code of Guidance, with a focus on reasonable steps</li> <li>• Ensure that staff are remaining in contact with customers through file checks and regular one to ones.</li> </ul>	Yr1	AC		A revised customer journey is in development and minimum standards will be built into this.
	Customer Standards	<ul style="list-style-type: none"> <li>• Develop a range of customer standards in consultation with Citizens</li> <li>• Develop monitoring arrangements including feedback forms, satisfaction monitoring and mystery shopping</li> <li>• Regularly feedback to staff on customer’s views</li> <li>• Review practice in line with customer feedback</li> </ul>	Yr 2	AC		Advisory Board was introduced but due to limited resources and engagement this has temporarily been suspended

	Regular customer consultation	<ul style="list-style-type: none"> <li>Plan a number of customer consultation events annually</li> <li>Review practice and service delivery in line with consultation outcomes</li> </ul>	Yr 3			Possibly the Homelessness Prevention Day & Homelessness Forum
	Embed the Customer Promise	<ul style="list-style-type: none"> <li>Publicise customer promise</li> <li>Produce posters and flyers detailing the customer promise</li> <li>Through a variety of mystery shopping and customer satisfaction monitoring monitor adherence to the promise</li> </ul>	Yr 1	AC		

**How we will increase the accessibility of the service by providing outreach surgeries, online and telephone advice and explore further opportunities for service delivery through the use of technology**

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Review customer access	<ul style="list-style-type: none"> <li>Review customer access arrangements to ensure that all citizens are able to access advice and assistance</li> <li>Where a need is identified pilot outreach surgeries, or co-located staff at key sites.</li> <li>Review pilot arrangements</li> </ul>	Yr 2			
	Explore the viability of developing a Housing Options Wizard	<ul style="list-style-type: none"> <li>Undertake best practice research</li> <li>Identify anticipated costs and appropriate budget</li> <li>Make a decision</li> </ul>	Yr 3			
	Review current out of hours arrangements	<ul style="list-style-type: none"> <li>Ensure out of hours arrangements are well publicized</li> <li>Monitor effectiveness of new arrangements</li> </ul>	Yr 2	EHL		OOH process being developed the roll out to staff

**How we will work in partnership to develop an integrated and holistic approach to tackling the underlying causes of homelessness, through joined up service delivery, joint protocols and effective referral arrangements**

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Develop a joint protocol with Shelter	<ul style="list-style-type: none"> <li>• Draft a joint protocol with the aim of a joined up approach to prevention</li> <li>• Increase the referrals to Shelter's Independent Advice service through awareness raising</li> <li>• Arrange for Shelter to attend a team meeting</li> <li>• Housing Solutions to attend Shelter team meeting</li> <li>• Arrange for job shadowing</li> </ul>	Yr 1		Completed Progressing	Attended HP Team meeting
	Develop a joint protocol with CAD	<ul style="list-style-type: none"> <li>• Draft a joint protocol with the aim of joined up approach to prevention, ensuring timely access to money advice.</li> <li>• Implement protocol</li> <li>• Review</li> </ul>	Yr 1			
	Liaise regularly with the Housing Strategy team around updates on homelessness priorities.	<ul style="list-style-type: none"> <li>• Arrange bi-monthly meetings to discuss issues, priorities and opportunities</li> <li>• Ensure Housing Strategy attend the Homeless Prevention Steering Group</li> </ul>	Yr 1	C Owens	Completed	Meetings being held every 4-6 weeks
	Work with partners to prepare citizens for Welfare reform changes	<ul style="list-style-type: none"> <li>• In partnership develop an agree plan</li> <li>• Identify at risk households</li> <li>• Raise awareness through training sessions, flyers, stakeholders and targeted interventions</li> </ul>	Yr 1			Utilising the Forum for operational issues
	Develop and implement a protocol with Children's services, including Care Leavers	<ul style="list-style-type: none"> <li>• Draft protocol</li> <li>• Implement protocol</li> <li>• Train staff and launch</li> </ul>	Yr 2	EHL	Progressing	Meeting to be arranged with CS and HPT

	Develop and implement a protocol with the Youth Offending Team	<ul style="list-style-type: none"> <li>• Draft protocol</li> <li>• Implement protocol</li> <li>• Train staff and launch</li> </ul>	Yr 2			
	Develop and implement a protocol with Adult Services	<ul style="list-style-type: none"> <li>• Draft protocol</li> <li>• Implement protocol</li> <li>• Train staff and launch</li> </ul>	Yr 2			
	Develop and implement an Illegal eviction and harassment procedure	<ul style="list-style-type: none"> <li>• Draft protocol</li> <li>• Implement protocol</li> <li>• Train staff and launch</li> </ul>	Yr 3	HW / EHL	Progressing	Within T/A action plan
	Develop and implement an Armed Forces protocol	<ul style="list-style-type: none"> <li>• Draft protocol</li> <li>• Implement protocol</li> <li>• Train staff and launch</li> </ul>	Yr 2			
	Develop and implement a protocol for those fleeing domestic abuse which promotes choice and a range of housing and support options	<ul style="list-style-type: none"> <li>• Draft protocol</li> <li>• Implement protocol</li> <li>• Train staff and launch</li> </ul>	Yr 1	EHL	Progressing	Meeting with VAWDASV 23/10/17
	Develop and implement a protocol with Housing Benefit  To include rent arrears, LHA, disclosing information, DHP Fast track claims, back dating claims, HB staff based within the team	<ul style="list-style-type: none"> <li>• Draft protocol</li> <li>• Implement protocol</li> <li>• Train staff and launch</li> </ul>	Yr 1	RJ / HW	Progressing	T/A action plan

**How we will develop resources, including website material and factsheets to be used by citizens and partners**



Ref	Action	Milestone	Deadline	Lead	Status	Update
	Develop website information to provide a resource for customers to be able to take initial steps to prevent themselves from becoming homeless	<p>Ensure that the website provides detailed information on:</p> <ul style="list-style-type: none"> <li>• Renting from the Council/Housing Association</li> <li>• Housing schemes for people over 55</li> <li>• Renting from a private landlord</li> <li>• The Bond Guarantee Scheme</li> <li>• Buying your own home</li> <li>• Low cost home ownership schemes</li> <li>• Supported housing and hostels</li> <li>• Housing options for young people</li> <li>• Housing options for gypsies and traveler</li> <li>• Homelessness</li> <li>• Advice for private tenants</li> <li>• Advice for private landlords</li> <li>• Money advice and dealing with debt</li> <li>• Mortgage arrears advice for homeowners</li> <li>• Housing benefit advice</li> <li>• Employment and training opportunities</li> <li>• Mediation and support for young people</li> <li>• Domestic violence and abuse</li> <li>• The Sanctuary Scheme</li> <li>• Relationship breakdown</li> <li>• Floating support</li> <li>• Rough sleeper advice and support</li> </ul>	Yr 1			
	Develop a range of factsheets/leaflets to be used	<ul style="list-style-type: none"> <li>• Renting from the Council/Housing Association</li> </ul>	Yr 1	AC		

	by customers and partner agencies.	<ul style="list-style-type: none"> <li>• Housing schemes for people over 55</li> <li>• Renting from a private landlord</li> <li>• The Bond Guarantee Scheme</li> <li>• Buying your own home</li> <li>• Low cost home ownership schemes</li> <li>• Supported housing and hostels</li> <li>• Housing options for young people</li> <li>• Housing options for gypsies and traveler</li> <li>• Homelessness</li> <li>• Advice for private tenants</li> <li>• Advice for private landlords</li> <li>• Money advice and dealing with debt</li> <li>• Mortgage arrears advice for homeowners</li> <li>• Housing benefit advice</li> <li>• Employment and training opportunities</li> <li>• Mediation and support for young people</li> <li>• Domestic violence and abuse</li> <li>• The Sanctuary Scheme</li> <li>• Relationship breakdown</li> <li>• Floating support</li> <li>• Rough sleeper advice and support</li> </ul>				
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**How we will undertake an awareness raising campaign in relation to homeless prevention, and specifically the Housing Solutions Service**

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Develop a training programme for key partners to include job shadowing and joint team meetings	<ul style="list-style-type: none"> <li>• Develop programme</li> <li>• Deliver programme</li> </ul>	Yr 2			

	To include Housing Benefit, Registered Providers, CAD, SP Providers, Job Centre Plus, PCT, drug and alcohol services, mental health services					
	Develop a short course to be delivered to partners on the Housing Solutions Service	<ul style="list-style-type: none"> <li>• Develop course</li> <li>• Deliver course</li> </ul>	Yr 2			
	Develop a range of promotional literature to include posters and flyers	<ul style="list-style-type: none"> <li>• Working with marketing develop posters and flyers to distribute to partners and citizens</li> <li>• Develop article on the Housing Solutions service to be included in Council magazines and correspondence to citizens</li> </ul>	Yr 1	AC		
	Hold a conference to raise awareness of the service and launch the 2 <sup>nd</sup> year of the strategy	<ul style="list-style-type: none"> <li>• Arrange a conference to promote prevention services</li> </ul>	Yr 2			
	Use social media to update citizens and partners on service developments	<ul style="list-style-type: none"> <li>• Develop a Facebook page/twitter account to provide service updates, promote service etc.</li> <li>• Identify resource within team to update social media</li> </ul>	Yr 3			

**Priority 2 – Prevention of Homelessness Against the Main Causes**

**How we will ensure that we have a strong corporate commitment to a joined up approach to ending homelessness across all services.**

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Develop a clear vision for the service with underlying values and key objectives	<ul style="list-style-type: none"> <li>Review vision and objectives in consultation with staff members</li> <li>Consult with citizens on the service vision</li> <li>Embed and publicise the vision and objectives</li> </ul>	Yr 1			
	Seek a corporate commitment to prevent homelessness which managers and Elected Members across the council sign up to	<ul style="list-style-type: none"> <li>Draft a report to go to Senior Management team detailing the legal corporate duty regarding homeless prevention</li> <li>Seek commitment to work jointly to prevent homelessness across all Directorates and services, including implementing the Homelessness Strategy.</li> </ul>	Yr 1	EHL	Progressing	Strategy to Scrutiny 2 Nov
	Train elected members and senior managers on homelessness	<ul style="list-style-type: none"> <li>Arrange a training date/awareness raising sessions</li> <li>Draft training presentation</li> <li>Hold training sessions</li> <li>Release regular Elected Member briefings on the service &amp; developments</li> </ul>	Yr 2			
	Train other internal departments on the role of the Housing Solutions team	<ul style="list-style-type: none"> <li>Arrange training dates with key services</li> <li>Draft training presentation</li> <li>Hold sessions</li> </ul>	Yr 2			

**How we will ensure homelessness is prevented through an effective homelessness prevention toolkit targeted at the main causes.**

Ref	Action	Milestone	Deadline	Lead	Status	Update
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	Provide staff with a checklist to ensure that all prevention options/housing options are considered throughout the assessment process	<ul style="list-style-type: none"> <li>• Draft prevention checklist</li> <li>• Attach to s 62 assessment form</li> <li>• Train staff</li> </ul>	Yr 1	EHL	Completed	In use
	Develop clear criteria for the Homeless Prevention Fund to ensure innovative approaches to prevent homelessness	<ul style="list-style-type: none"> <li>• Develop clear procedure for using the Homeless Prevention Fund including examples of how it can be used</li> <li>• Hold a training session for staff</li> <li>• Monitor through one to ones</li> </ul>	Yr 1	EHL / HW	Progressing	T/A action plan
	Ensure effective use of existing mediation services	<ul style="list-style-type: none"> <li>• Train staff on mediation service</li> <li>• Ensure staff promote service with customers and refer all cases of parental/family exclusions(except for cases where there is a risk of violence/abuse)</li> <li>• Monitor referrals and outcomes</li> <li>• Review effectiveness</li> </ul>	Yr 1	AC		
	Develop target hardening provision using Government funding.	<ul style="list-style-type: none"> <li>• Discuss with Welsh Government opportunities for funding</li> <li>• Work with Domestic Abuse and Community Housing colleagues to develop a local scheme</li> </ul>	Yr 1			
	Review the two rent bond schemes to ensure that access to the private rented sector is maximised.	<ul style="list-style-type: none"> <li>• Meet with Nacro to review rent bond scheme and agree eligibility and access to the scheme, alongside referral arrangements</li> <li>• Ensure monitoring information is provided to Housing Solutions, including customer outcomes</li> </ul>	Yr 1			Meeting on 3rd Nov
	Explore with Housing Benefit colleagues how DHP can be	<ul style="list-style-type: none"> <li>• Arrange a meeting with Housing Benefit</li> </ul>	Yr 2			

	maximised to prevent homelessness	<ul style="list-style-type: none"> <li>Jointly monitor spend to date and how it has assisted in homeless prevention</li> <li>Explore how DHP can be easily accessed by the team including Housing Solutions taking responsibility for holding the budget</li> </ul>				
	Ensure that the Prisoner Pathway is working effectively to prevent homelessness on release	<ul style="list-style-type: none"> <li>Work with the local prison and advice providers to ensure the pathway is being adhered to.</li> </ul>	Yr 1			RCC Prisoner research
	Develop a Hospital discharge protocol	<ul style="list-style-type: none"> <li>Draft a hospital discharge policy in partnership with hospital discharge teams</li> <li>Train staff and implement</li> <li>Review success of policy</li> </ul>	Yr 2	C Owens / LW / EHL	Progressing	
	Research best practice across both Wales and England into effective prevention initiatives	<ul style="list-style-type: none"> <li>Keep appraised of best practice services through attendance at conferences, working sub-regionally and networking</li> <li>Undertake best practice research in line with the main causes of homelessness locally</li> <li>Keep appraised of the newly funded English trailblazer schemes and learn from best practice and innovation</li> </ul>	Yr 1			-D Kenyon currently does this
	Develop a spend to save business case to fund prevention resources	<ul style="list-style-type: none"> <li>Develop a detailed business case for funding additional staff resource to focus on prevention and prevention tools, which will result in savings against the B&amp;B budget</li> <li>Take to senior managers for approval</li> </ul>	Yr 1			

**How we will ensure effective tools are in place to prevent end of assured shorthold tenancies leading to homelessness, through effective landlord and tenant support and mediation.**

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Provide a responsive service to prevent homelessness arising from the private rented sector through the Tenancy Sustainment Officers.	<ul style="list-style-type: none"> <li>• Research best practice in relation to tenancy liaison &amp; homeless prevention</li> <li>• Ensure clear roles and responsibilities of the Tenancy Support Officers</li> <li>• Ensure the provision of effective and responsive support for private tenants at risk of losing their homes</li> <li>• Provide mediation and negotiation training</li> <li>• Monitor outcomes for the Tenancy Support Officers</li> </ul>	Yr 1			
	Promote the service to private sector landlords	<ul style="list-style-type: none"> <li>• Raise awareness of the role of the Tenancy Support Officers and their role in resolving tenancy issues with private landlords</li> <li>• Promote service through flyers, emails, presentation at landlords forum</li> </ul>	Yr 1	HW / IV	Progressing	
	Promote the service to partners and citizens	<ul style="list-style-type: none"> <li>• Raise awareness of the role of the Tenancy Support Officers and their role in resolving tenancy issues with partner agencies and citizens</li> <li>• Promote service through flyers, emails, presentation at key forums</li> </ul>	Yr 1	AC		

**How we will develop and implement a pre-eviction protocol with Community Housing and Housing Associations.**

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Develop a pre-eviction protocol with Community Housing	<ul style="list-style-type: none"> <li>• Arrange a meeting with Community Housing</li> <li>• Agree key issues for protocol to cover</li> </ul>	Yr 1		Progressing	Meetings with CH & HS

		<ul style="list-style-type: none"> <li>• Draft protocol Train staff and roll out</li> <li>• Monitor eviction cases and review if homelessness could have been prevented</li> <li>• Implement learning</li> </ul>				
	Develop a pre-eviction protocol with Registered Providers	<ul style="list-style-type: none"> <li>• Arrange a meeting with the key HAs</li> <li>• Agree key issues for protocol to cover</li> <li>• Draft protocol Train staff and roll out</li> <li>• Monitor eviction cases and review if homelessness could have been prevented</li> <li>• Implement learning</li> </ul>	Yr 1			
	Monitor the level of evictions from social housing	<ul style="list-style-type: none"> <li>• Continue to monitor the level of evictions from social housing</li> <li>• Ensure all social tenants have access to independent money/debt advice</li> </ul>	Yr 1			

### Priority 3 - Reduce the use of Temporary Accommodation and seek to end the use of Bed & Breakfast Accommodation

How we will carry out a review of the use of temporary accommodation, identifying future need and appropriate delivery arrangements

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Undertake a strategic review of temporary accommodation	<ul style="list-style-type: none"> <li>• Using a specialist, undertake a detailed review and options appraisal of Temporary Accommodation to include recommendations on current and future predicted need.</li> <li>• Review to include a range of delivery options and providers for the future.</li> </ul>	Yr 1		In progress	Due to be completed by beginning of November 2018.



	Review temporary accommodation in light of welfare reform and changes to subsidy	<ul style="list-style-type: none"> <li>• Ensure that rent levels are affordable for residents and that the housing management element is appropriately funded.</li> <li>• Ensure that the new flexible homeless support grant is invested to prevent homelessness and reduce temporary accommodation</li> </ul>	Yr 1		Complete	
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How we will minimise, and in the longer term end, the use of unsuitable B&B accommodation

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Improve throughput in temporary accommodation	<ul style="list-style-type: none"> <li>• Discuss housing options and move on options with households in TA on a regular basis</li> <li>• Address any outstanding arrears through setting up repayment plans and referrals for money advice</li> <li>• Address any former tenancy conduct through appropriate referrals to support agencies</li> <li>• Work with Community Housing, housing Association and Supporting People colleagues to identify move on options</li> </ul>	Yr 1		On-going	<p>Currently SA working with 'Top 10'</p> <p>Ryan undertaking weekly arrears monitoring</p> <p>Protocol with Pathway – now using same form, helping to streamline process.</p>
	Ensure ongoing contact with all customers in temporary accommodation, ensuring at least monthly contact, and weekly contact for those in	<ul style="list-style-type: none"> <li>• Set up regular case meetings with TA occupants</li> <li>• Record action discussed and agreed on clients case notes</li> </ul>	Yr 1	RJ	On-going	HP Assistants taking on small caseload to free up HPO time to do this, also keeping in contact

	emergency accommodation					directly with people in TA.
	Source alternative, more appropriate forms of emergency accommodation	<ul style="list-style-type: none"> <li>Identify the need for emergency accommodation provision in terms of numbers and unit size</li> <li>Identify suitable emergency units that provide good quality, safe, self-contained accommodation.</li> </ul>	Yr 1	HW / IV	On -going	Imogen Blood report.  New landlord offer – 6 month lease.
	Ensure that households accommodated have access to appropriate support where needed	<ul style="list-style-type: none"> <li>Refer households placed in emergency accommodation are referred for support where a need is identified.</li> <li>Involve the support provider in the delivery of the personal housing plan.</li> </ul>	Yr 1	SA	Complete	As above.

How we will develop a policy and procedure to discharge the main homeless duty with an offer of accommodation in the private rented sector

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Increase access to private rented properties to enable discharge of duty	<ul style="list-style-type: none"> <li>Establish links with landlords, letting agencies or through the establishment of a SLA to enable access to private rented properties for a minimum of 12 month tenancies</li> <li>Agreements in place</li> <li>Monitor outcomes</li> </ul>	Yr 2	HW	On-going	Improved landlord offer.  Attend Landlords Forum.  Established good links with some local letting agents.

How we will ensure that appropriate accommodation is available for 16 and 17 year olds so that they are not placed in B&B

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Working in partnership with Children's service source alternative accommodation for 16 & 17 year olds to be placed in whilst a Child in need assessment is undertaken.	<ul style="list-style-type: none"> <li>Research best practice in the emergency provision of accommodation for 16 &amp; 17 year olds</li> <li>Implement learning locally and source suitable accommodation</li> </ul>	Yr 1			
	Ensure that there is a range of suitable emergency accommodation available to 16 & 17 year olds, including those with complex or multiple needs	<ul style="list-style-type: none"> <li>Map current provision against demand</li> <li>Identify gaps and barriers to young people accessing current provision, including Supported Lodgings, Night stop, emergency beds etc.</li> <li>Identify or commission more suitable emergency placements</li> </ul>	Yr 1			TA report  Broader development of YP Pathway

How we will develop a range of monitoring arrangements, processes and performance management measures to monitor and manage the use of temporary accommodation

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Review the role of the Temporary Accommodation Officer	<ul style="list-style-type: none"> <li>Review the job description of the Temporary Accommodation officer</li> <li>Clarify the roles of the TA officer with all team members</li> <li>Review JD and role after 6 months</li> </ul>	Yr 1	HW	Complete	TA Officers given patches, following review of operational tasks – focus on arrears and move-on (split across both)

	Clarify roles and responsibilities for all staff members in relation to temporary accommodation	<ul style="list-style-type: none"> <li>Clarify with all staff their responsibilities for moving households on from TA</li> <li>Monitor through one to ones and regular TA meetings</li> </ul>	Yr 1	HW	Complete	TA discussed in team meetings. HPOs, finance etc. also attend 6 weekly meetings to discuss citizens in TA.
	Set up regular temporary accommodation meetings with accountable actions and deadlines	<ul style="list-style-type: none"> <li>Set up meeting dates and key attendees</li> <li>Develop effective monitoring sheet to include key information including move on issues and a record of actions and deadlines.</li> <li>Review to ensure actions are being progressed</li> </ul>	Yr 1	HW	Complete	As above.
	Set up case conferences for complex cases to address move on issues on a case by case basis with accountable actions and deadlines.	<ul style="list-style-type: none"> <li>Introduce case conferences for households with complex needs or barriers to move on</li> <li>Ensure key support agencies attend alongside customer</li> <li>Record actions and review</li> </ul>	Yr 1	Pathway	Complete	
	Ensure that effective risk assessments and risk management processes are in place	<ul style="list-style-type: none"> <li>Develop a risk assessment process for all households requiring emergency/temporary accommodation</li> <li>Ensure risk assessments are regularly reviewed and mitigations put in place</li> <li>Train all staff in risk assessments</li> </ul>	Yr 1		On-going	<p>Will be developing generic RA and management plan in team meeting.</p> <p>TA referral form details</p>

						<p>risk and management.</p> <p>TA officers check staff protection register.</p> <p>All Officers have had up to date RA training.</p>
	Set up a temporary accommodation and Emergency accommodation White Boards within the offices	<ul style="list-style-type: none"> <li>Set up white boards</li> <li>Identify responsibility for updating the boards on a daily basis</li> <li>Ensure the white boards are used to focus the team on move on and void planning</li> </ul>	Yr 1	CO	Complete	
	Ensure effective monitoring systems are in place to manage households in temporary accommodation	<ul style="list-style-type: none"> <li>Develop an effective monitoring spreadsheet that provides an overview of all households accommodated, alongside monthly totals, and average length of stay</li> <li>Identify responsibility for updating the spreadsheet</li> <li>Ensure the spreadsheet is updated every week</li> </ul>	Yr 1	HW / RJ	On-going Complete	
	Implement local performance indicators to monitor use of temporary accommodation	<ul style="list-style-type: none"> <li>Agree a number of performance indicators to monitor total number of people accommodated in TA/emergency accommodation on a monthly basis broken down by</li> </ul>	Yr 1	RJ / HW	On-going	KPIs to be implemented imminently

		<p>household group, together with average length of stay</p> <ul style="list-style-type: none"> <li>• Monitor on a monthly basis and feedback to the team</li> </ul>				
	<p>Ensure appropriate systems and processes are in place for monitoring and managing rent and arrears</p>	<ul style="list-style-type: none"> <li>• Develop systems and procedures</li> <li>• Develop a range of arrears letters</li> <li>• Ensure housing benefit is maximised for all households accommodated</li> </ul>	Yr 1	HW / RJ	On-going	<p>Arrears is all done- letters etc.</p> <p>Apply for HB for every household.</p> <p>Currently looking at a charging policy for ETA, due to be confirmed imminently.</p>
	<p>Ensure that B&amp;B and emergency accommodation is of good quality</p>	<ul style="list-style-type: none"> <li>• TA officer to work with enforcement colleagues to ensure all provision has been inspected</li> <li>• Inspection reports to be kept on file</li> <li>• Programme in place for reviewing inspections</li> </ul>	Yr 1	HW / RJ	Complete	<p>Enforcement inspections as standard.</p>
	<p>Review furniture arrangements for temporary accommodation, including the provision of furniture packages</p>	<ul style="list-style-type: none"> <li>• Ensure flexible arrangements to provide both furnished and unfurnished units of TA</li> <li>• Work with a local furniture charity to develop furniture packages for a fixed fee with a quick response time</li> </ul>	Yr 2	HW / RJ	On-going Complete	<p>Providing beds and cookers where needed.</p> <p>Accessing starter packs.</p>

## Priority 4 Improve Access to Accommodation

How we will develop a coordinated approach to increase the supply of affordable private rented accommodation

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Develop a strategic approach to working with the private rented sector in both the long and short term, including reviewing the landlord offer and the development of a social lettings agency.	<ul style="list-style-type: none"> <li>Set clear long term vision for PRS approach with key partners</li> <li>Set clear targets and timescales</li> <li>Explore the feasibility of developing a social lettings agency, including a potential delivery partner.</li> </ul>	Yr 2			
	Review the Council's Rent Bond scheme and the Nacro Bond Scheme to ensure a targeted approach that maximises the number of customers who can be assisted through this route	<ul style="list-style-type: none"> <li>Review the two rent bond schemes and agree eligibility criteria to avoid duplication and maximise customer outcomes</li> </ul>	Yr 1			
	Increase supply of private rented accommodation through marketing campaign and raise awareness of the Private Sector Liaison Officers	<ul style="list-style-type: none"> <li>Develop action plan for marketing campaign</li> <li>Undertake an awareness raising campaign with private landlords to include a mailshot, presentation at the landlord's forum, articles on the Council's website and newsletter</li> </ul>	Yr 1 / 2			

How we will ensure the best use of Council housing stock to meet customer need through the Allocations Policy, tenancy sustainment approaches and shared tenancies

Ref	Action	Milestone	Deadline	Lead	Status	Update
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	Ensure that homeless customers and those threatened with homelessness receive adequate priority for social housing through the allocation policy	<ul style="list-style-type: none"> <li>• Develop appropriate referral arrangements</li> <li>• Ensure systems are in place to make direct offers to homeless applicants</li> <li>• Ensure appropriate information regarding support needs is shared to ensure tenancy sustainment</li> </ul>	Yr 2			
	Ensure referral arrangements are in place for Housing Register applicants at risk of losing their home.	<ul style="list-style-type: none"> <li>• Develop key question to be included on the Housing Register form to identify if there is a risk of homelessness</li> <li>• Develop a referral arrangement for those threatened within 56 days</li> <li>• Train Allocations staff on homelessness prevention so that appropriate referrals can be made</li> </ul>	Yr 2			
	Improve relationships with Housing Associations in line with the Act	<ul style="list-style-type: none"> <li>• Provide a training session for Housing Association staff on the work of the Housing Solutions team including homelessness and prevention</li> <li>• Identify opportunities for joint working, including opportunities for preventing homelessness and providing affordable housing solutions</li> <li>• Work with Housing Association to identify opportunities for Housing Solutions customers to access social housing.</li> </ul>	Yr 2			

How we will develop a coordinated approach to increase the provision of, and move one, from supported accommodation to meet identified needs.

Ref	Action	Milestone	Deadline	Lead	Status	Update
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	Explore with Supporting People the possibility of developing a simple prioritisation policy for access to supported housing.	<ul style="list-style-type: none"> <li>• Research best practice in relation to prioritising supported housing for those in the greatest need</li> <li>• Develop local simple scheme</li> <li>• Consult with providers and customers</li> <li>Implement</li> </ul>	Yr 1 / 2			
	Implement Homeless Link's MOPP	<ul style="list-style-type: none"> <li>• Start to identify lead contacts and agree action plan to implement 6 stages of MOPP</li> <li>• Partnership work</li> <li>• audit to capture numerical info</li> <li>• action plan based on the audit</li> <li>• delivery of action plan</li> <li>• monitoring of the action plan</li> <li>• review</li> </ul>	Yr 2			

How we will ensure that existing and new supported accommodation provision and floating support meets the diverse needs of our citizens

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Explore with Supporting People colleagues the possibility of an embedded crisis intervention team for vulnerable and complex customers.	<ul style="list-style-type: none"> <li>• Research best practice across Wales</li> <li>• In partnership with SP identify funding to develop a local scheme</li> <li>• Develop a local model</li> </ul>	Yr 2			
	Work with providers to reduce exclusions from supported accommodation	<ul style="list-style-type: none"> <li>• Work with providers to focus on prevention, and opportunities to avoid exclusions</li> <li>• Research best practice</li> <li>• Draft a template letter to be sent to providers following an exclusion to understand reasons</li> </ul>	Yr 2			

		<ul style="list-style-type: none"> <li>• Update SP monitoring information so that all exclusions/rejections and reasons are recorded centrally</li> <li>• Where appropriate challenge decisions</li> </ul>				
	Work with providers to reduce evictions from supported accommodation	<ul style="list-style-type: none"> <li>• Research best practice</li> <li>• Source training and upskill support staff to manage challenging behavior</li> <li>• Implement a non-eviction policy across supported housing</li> </ul>	Yr 2			
	Work with Supporting People colleagues to further develop appropriate solutions for single people under 35 with complex needs including developing a Housing First approach in self-contained units of accommodation.	<ul style="list-style-type: none"> <li>• Research best practice in relation to housing young people with complex needs</li> <li>• Implement the learning locally</li> <li>• Further develop or refine the Housing First project</li> <li>• Review its success</li> </ul>	Yr 2			

How we will develop a range of affordable accommodation options to meet the needs of single people under 35.

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Increase the range of accommodation options for single people under 35 years	<ul style="list-style-type: none"> <li>• Research best practice across England &amp; Wales</li> <li>• Promote a room to rent scheme to increase the provision of households renting out a spare room</li> <li>• Explore with Community housing how under-occupying social tenants may be able to rent our spare rooms</li> </ul>	Yr 2			
	Work with housing strategy, private sector colleagues, Community Housing and	<ul style="list-style-type: none"> <li>• Research best practice across Wales and England</li> </ul>	Yr 2			

	Registered Providers to continue to develop a shared house scheme to meet the needs of young single people with lower support needs, and learn from best practice	<ul style="list-style-type: none"> <li>• In partnership with Housing colleagues develop a Council position statement on House shares</li> <li>• Expand the house share scheme to include both those with and without support needs</li> <li>• Develop a rent a room scheme to encourage households to take in lodgers</li> <li>• Explore the feasibility of Council tenants renting out a spare room</li> </ul>				
	In partnership with Supporting People colleagues work to source accommodation to be used to deliver the Housing First project.	<ul style="list-style-type: none"> <li>• Meet with Community Housing &amp; Housing Associations to identify properties for Housing First</li> <li>• Identify opportunities in the private rented sector for Housing First including leasing properties</li> </ul>	Yr 2			

How we will work with accommodation providers to prepare for the Local Housing Allowance cap to Supporting Housing

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Keep informed on consultation outcomes and respond to further consultation in relation to future funding of supported housing	<ul style="list-style-type: none"> <li>• Identify lead SP colleague and lead provider representative to keep apprised of developments</li> <li>• Update provider forum</li> </ul>	Yr 1			
	Research and share best practice and national developments in relation to future funding	<ul style="list-style-type: none"> <li>• Identify lead SP colleague and lead provider representative to keep apprised of developments</li> <li>• Update provider forum</li> </ul>	Yr 1			

**Priority 5 - Developing an integrated approach for homeless people with complex needs**

How we will develop a coordinated approach to ending rough sleeping in Denbighshire through the development of a No Second Night out and No First Night Out Models

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Adopt a full No Second Night Out model within Denbighshire to ensure that emergency accommodation can be offered to anyone new to rough sleeping	<ul style="list-style-type: none"> <li>• Research best practice in relation to NSNO</li> <li>• Explore the feasibility of introducing emergency beds or safe seats locally with supported provision or through other innovative solutions</li> <li>• Roll out NSNO</li> </ul>	Yr 1			
	Develop a No First Night Out Service model to prevent people from rough sleeping	<ul style="list-style-type: none"> <li>• Research best practice within England through the Trailblazer funded projects</li> <li>• Develop local project to prevent rough sleeping, targeting at risk groups.</li> <li>• Roll out</li> </ul>	Yr 2			
	Ensure that the Streetlink service is well publicised and linked into local services.	<ul style="list-style-type: none"> <li>• Publicise the streetlink number on the Council's website, within Council premises and through stakeholders and partners</li> <li>• Ensure that calls to Streetlink are promptly responded to by the Outreach service</li> <li>• In partnership with SP develop a rough sleeping service directory</li> </ul>	Yr 1			

How we will consider the role of the Day Centre and Outreach provision to ensure that it meets the Council's strategic vision to end rough sleeping

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Ensure that the purpose of the day centre is reviewed, with a focus on structured activities, that seek commitment and	<ul style="list-style-type: none"> <li>• Research best practice across England and Wales in relation to day centre provision and effective engagement</li> <li>• Review opening hours</li> </ul>	Yr 1 / 2			

	engagement, and ending rough sleeping	<ul style="list-style-type: none"> <li>• Work with the commissioners to implement the best practice locally</li> <li>• Ensure outcomes are recorded and reviewed</li> </ul>				
	Review the Complex Needs Meeting to be more outcome focused, expand remit to include those at risk of rough sleeping and set up meeting to focus on	<ul style="list-style-type: none"> <li>• Review terms of reference and frequency of meetings</li> </ul>	Yr 1 / 2			
	Improve data capture and information relating to rough sleepers to include flow, stock and returners captured by the Outreach service	<ul style="list-style-type: none"> <li>• Data collection and outcome monitoring to be agreed as part of service contract for outreach</li> <li>• Implement PrOMPT (Prevention Opportunities Mapping and Planning Toolkit)</li> </ul>	Yr 1			
	Engage with partners to involve them on the outreach rota	<ul style="list-style-type: none"> <li>• Research best practice and implement locally</li> <li>• Involve key partners</li> </ul>	Yr 1			
	Revise procedures so that outreach work is assertive in a way that reflects best practice	<ul style="list-style-type: none"> <li>• Research best practice and address any training required for staff</li> <li>• Full procedures in place for outreach team</li> </ul>	Yr 1			
	Review outreach shift patterns to ensure a targeted approach at key times when rough sleepers are likely to be bedding down but also more willing to engage	<ul style="list-style-type: none"> <li>• Learn from best practice</li> <li>• Trial shift patterns to identify the best times for the local rough sleeping population</li> </ul>	Yr 1			
	Increase service user feedback on outreach services	<ul style="list-style-type: none"> <li>• Develop service user feedback questionnaires</li> <li>• Hold focus groups</li> </ul>	Yr 2			

	Work with service providers to explore and facilitate the use of alcohol within supported accommodation	<ul style="list-style-type: none"> <li>• Research best practice</li> <li>• Work with providers locally to develop policies, procedures and risk management tools</li> <li>• Pilot</li> <li>• Review</li> </ul>	Yr 2			
	Explore and trial “personalised” packages for entrenched rough sleepers	<ul style="list-style-type: none"> <li>• Research best practice nationally across Wales and England</li> <li>• Pilot a local scheme</li> </ul>	Yr 2			

How we will ensure that the Prisoner Pathway works effectively to prevent homelessness on release from custody

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Work with Neighbouring authorities to adopt a joined up approach to working with the Local Prisons	<ul style="list-style-type: none"> <li>• Identify issues and evidence base</li> <li>• Arrange meetings with key prison and advice personnel, amend processes accordingly</li> <li>• Raise awareness of outstanding issues with Welsh Government</li> </ul>	Yr 1			

How we will develop an integrated approach to working with complex families to ensure homelessness and repeat homelessness is prevented.

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Research national best practice in working with complex homeless families	<ul style="list-style-type: none"> <li>• Undertake best practice research</li> <li>• Arrange visits to schemes</li> <li>• Develop local approach in partnership with Children’s services, Community Housing</li> </ul>	Yr 2			
	Explore the possibility of developing a pilot to	<ul style="list-style-type: none"> <li>• Arrange a meeting with Children Services, Supporting People and Community Housing</li> </ul>	Yr 2			

	accommodate intentionally homeless families	<p>and explore an intensive housing management approach</p> <ul style="list-style-type: none"> <li>• Contact Welsh Government to discuss outline proposal and identify if money is available for a pilot</li> <li>• Develop detailed proposal</li> </ul>				
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How we will improve access to appropriate treatment and health care and reduce unplanned admission to hospital

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Work with our partners in health and the voluntary sector to ensure that there is a clear process in place so that homeless people discharged from hospital have their housing and ongoing support needs planned for.	<ul style="list-style-type: none"> <li>• Arrange meetings with health colleagues</li> <li>• Ensure hospital assessments identify patient's housing status on admission and referral arrangements are in place</li> <li>• Develop a hospital discharge protocol</li> </ul>	Yr 2			
	Ensure that the needs of vulnerable homeless households are reflected in Joint Strategic Needs Assessments and the Health and Wellbeing Strategy, and advise the Public Service Board on the links between homelessness, health care and housing.	<ul style="list-style-type: none"> <li>• Provide Public Service board with data and evidence in relation to health and homelessness</li> <li>• Contribute to the development of the JSNA</li> <li>• Present to the Public Service Board the links between Health and Housing</li> </ul>	Yr 2			
	Explore how we can work with commissioners in mental	<ul style="list-style-type: none"> <li>• Research best practice in relation to integrated commissioning</li> </ul>	Yr 3			

	health, drugs and alcohol, and health to commission integrated provision. This includes supporting drug and alcohol services and mental health services to ensure services are appropriately coordinated, and meet the needs of homeless people, including those with “dual diagnosis”.	<ul style="list-style-type: none"> <li>• Develop a multi-agency steering group</li> </ul>				
	Undertake Homeless Link’s Health Needs audit across Denbighshire to better understand the health issues faced by the local homeless population	<ul style="list-style-type: none"> <li>• Establish steering group</li> <li>• Undertake the audit working with key accommodation and support providers</li> <li>• Analyse audit outcomes</li> <li>• Present findings to Public Service Board</li> <li>• Identify actions needed to address identified issues</li> </ul>	Yr 2			
	Work with colleagues in health to remove the barriers which some homeless people face in registering with mainstream GP services.	<ul style="list-style-type: none"> <li>• Ensure that all GP surgeries enable and support homeless people to register with them</li> <li>• Provide training to GPs on homelessness and its related issues</li> <li>• Ensure that homeless people are able to register with GP without proof of identity</li> </ul>	Yr 2			
	Ensure that all accommodation and support providers are knowledgeable about health care services, and can help homeless people access health care services.	<ul style="list-style-type: none"> <li>• Research best practice</li> <li>• Develop good practice guidance for accommodation and support providers</li> <li>• Introduce health MOTs for supported accommodation residents</li> <li>• Hold training sessions</li> </ul>	Yr 2			



	Explore the feasibility of developing specialist provision and services to provide medical respite and end of life care for homeless individuals	<ul style="list-style-type: none"> <li>• Research best practice</li> <li>• Join the Faculty for homelessness and inclusion health</li> <li>• Explore the feasibility for introducing provision locally</li> </ul>	Yr 4			
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## Priority 6 - Preventing Youth Homelessness

How we will prevent youth homelessness through education, peer mentoring, mediation and emergency respite accommodation

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Deliver a School Educational Programme employing a young person to act as a young person's representative	<ul style="list-style-type: none"> <li>• Research best practice</li> <li>• Develop training plan</li> <li>• Identify trainer</li> <li>• Roll out</li> </ul>	Yr 1			
	Deliver Housing advice aimed at young people through social networking sites	<ul style="list-style-type: none"> <li>• Develop advice pages using social networking sites</li> <li>• Identify lead in the team to update these sites and respond to queries</li> </ul>	Yr 2			
	Deliver training to Housing Solutions staff focusing on young people to ensure that a tailored service is provided to young people	<ul style="list-style-type: none"> <li>• Design training in consultation with young people</li> <li>• Deliver training</li> </ul>	Yr 1			

How we will continue to fund and review the Young People's Positive Pathway to ensure an integrated approach to responding to youth homelessness

Ref	Action	Milestone	Deadline	Lead	Status	Update
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	Ensure suitable provision of emergency accommodation as part of the pathway	<ul style="list-style-type: none"> <li>Review the current provision of night stop, supported lodgings and emergency beds to ensure that the accommodation meets the needs of the young people presenting</li> <li>Ensure that crash pad accommodation is available to provide respite for young people while their housing issues is resolved</li> </ul>	Yr 1 / 2			
	Ensure that an effective home visiting and mediation service is available through the pathway	<ul style="list-style-type: none"> <li>Research best practice</li> <li>Implement locally</li> <li>Monitor outcomes</li> </ul>	Yr 1			
	Monitor effectiveness of the Young People's Positive Pathway	<ul style="list-style-type: none"> <li>Monitor outcomes and levels of youth homelessness</li> <li>Attain service user feedback</li> <li>Measure other non-housing outcomes i.e. mental health, physical health, ETE etc.</li> </ul>	Yr 1 / 2			
	Identify future funding opportunities for the Young People's Positive Pathway	<ul style="list-style-type: none"> <li>Using outcomes build a business case for ongoing funding, demonstrating cashable and non-cashable savings</li> <li>Identify future funding streams</li> </ul>	Yr 2			

How we will develop an effective care leaver accommodation and support pathway

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Develop a care leaver's protocol	<ul style="list-style-type: none"> <li>Develop a joint protocol with children's services to ensure a clear accommodation and support pathway for all care leavers, ensuring the skills necessary to manage a tenancy are in place</li> <li>Consider the development of training flats to provide care leavers with the skills to live independently</li> </ul>	Yr 2			

		<ul style="list-style-type: none"> <li>Where care leavers do become homeless review the reasons why and share learning, and identify future mitigations</li> </ul>				
	Ensure that care leaver's receive priority for accessing supported or social housing upon leaving care	<ul style="list-style-type: none"> <li>Work with Community Housing and Housing Associations to ensure that suitable properties are made available for people leaving care</li> <li>Review the allocations policy to ensure adequate priority is given to care leavers</li> </ul>	Yr 2			

How we will remodel accommodation based support services to ensure an integrated approach that meets the needs of young people with multiple and complex needs

Ref	Action	Milestone	Deadline	Lead	Status	Update
	Review existing provision and identify gaps and issues in meeting the needs of people with multiple and complex needs	<ul style="list-style-type: none"> <li>Analyse existing data in terms of outcomes, exclusions, non-acceptances and evictions</li> <li>Review a number of complex cases to identify issues and gaps in provision</li> <li>Speak to stakeholders and service users</li> </ul>	Yr 2			
	Undertake consultation to identify the best model of future service delivery	<ul style="list-style-type: none"> <li>Research best practice</li> <li>Undertake consultation with providers</li> <li>Undertake consultation with service users</li> <li>Undertake consultation with stakeholders</li> </ul>	Yr 2			
	Develop a new service specification and commence commissioning process	<ul style="list-style-type: none"> <li>Develop service specification</li> <li>Develop commissioning plan</li> <li>Commission services</li> </ul>	Yr 2			