

ORGANISATIONAL PROFILES AND CURRENT PROJECTS

Housing Agency	No. Units of Accom.	Name of Project	Type of Accom.	Client Group	Level of Agency Support	L.A. Contribution	Staffing Levels
Mayday Trust	11	William Wallsgrove House	Shared houses	Mixed gender Single people Single parents	High	Service Level Agreements for move-on accommodation £4,322.00 per qtr.	2 F/T
	16		Shared facilities	Mixed gender Single people Single parents Small families	Low	SLA for move-on accommodation.	3 F/T
Christian Alliance Housing Association	23	Binswood Lodge	Shared facilities	Single women 16-50 years and Single men 18-30 years	High	SLA for move-on accommodation.	8 F/T
	5	Warford Lodge	Shared facilities	Mother and baby	High	WDC property eased to, and managed by CAHA.	4 F/T
	8	Newbold Lodge	Shared facilities	Care leavers Mixed gender	High	WDC property sold to CAHA and SHG for conversion.	3 P/T
Young Homeless Project	12	Dispersed Properties	Shared facilities	Young single people	Low	SLA for move-on accommodation.	8 F/T 3 P/T 1 Health Worker additional member Dec.'02
			Single units Floating support	Mixed gender Under 25 years		Property for floating support scheme £11,000 p.a. grant.	
		Housing Advice Counselling/Mediation Service, Health Promotion, Rent Deposit & Nightstop					

Housing Agency	No. Units of Accom.	Name of Project	Type of Accom.	Client Group	Level of Agency Support	L.A. Contribution	Staffing Levels
Fry Housing Trust	9	Avon House	Shared facilities	Single ex-offenders + 4 Bedspaces for Mentally disordered offenders.	Medium Low	SLA for move-on accommodation	4 F/T
	18	Dispersed properties		Single ex-offenders	Medium		
	12	Dispersed properties		"	Floating Support		
South Warks Plato Trust	49	Charles Gardner Road	Shared units	Single people and couples with mental health problems	Low	SLA for move-on accommodation	3 F/T
	4		Single units	Single people and couples with mental health problems	Low	Properties leased to and managed by Trust	
Orbit Housing Association	6	Beauchamp House	Shared facilities	Single people	Medium	SLA for move-on accommodation	2 F/T
	6	Beauchamp House	Single units	Single people	Medium	SLA for move-on accommodation	
Probation Service						5 units per year from WDC.	Probation Service
Salvation Army	9	Eden Villa Hostel Housing Action Project – advice & assistance	Direct access shared facilities	All homeless above age 16. Emergency 24 hour call	Medium/High	Move-on accommodation	3 F/T 1 P/T
Warwickshire Housing/Drug Support Scheme	Up to 14	Dispersed properties	Single units	Substance misuse	Medium	-	2 F/T

Trends in Homelessness

Summary

Trends in homelessness decisions for applicants who were eligible, unintentionally homeless and in priority need from January 2000 to September 2002 have been examined. Projections for the numbers of all applicants are around 170 per year (for the standard trend) or 200 (for the higher recent trend).

The higher total trend is associated with higher trends for two categories of applicants: males over 25 years, and ethnicity other than white.

Introduction

As part of the development of a homelessness strategy for Warwick District Council, trends in homelessness decisions by the Housing Department from January 2000 to September 2002 have been examined. The intention was to establish whether numbers were relatively constant or if there were upward or downward trends. This applied both to total numbers and to trends of specific groups who might have specific needs.

Method

Standard reports from the Housing Department were examined. These contain information both on the number and type of decisions made, and some detail about applicants. Decisions fell into the following categories:

- a) Eligible, unintentionally homeless & priority need;
- b) Eligible, homeless, priority need but intentionally so;
- c) Eligible, homeless, but not in priority need;
- d) Eligible, but not homeless;
- e) Ineligible households.

This report concentrates on the first category: eligible, unintentionally homeless & priority need.

Applicants were also categorised down by a variety of demographic factors, including ethnicity, age & sex, and makeup of households. Information on these categories was presented separately, so that cross-tabulation was not possible (for instance to examine both ethnicity and age). The numbers in some categories were too small for independent analysis and they have been combined.

Categories included:

1. Applicants' ethnicity:
 - a) White;
 - b) African/Caribbean;
 - c) Indian/Pakistani/Bangladeshi;
 - d) Not available;
 - e) Other.

Only numbers for white ethnicity were large enough to be examined alone. "Not available" has not been charted, and the other categories have been combined as "other than white ethnicity".

2. Applicants' age and sex:
 - a) Female, under 25;
 - b) Female, 25 and over;
 - c) Male, under 25;
 - d) Male, 25 and over.

3. Households:
 - a) One person households;
 - b) Couple with child;
 - c) Single parent;

Trends were analysed using "Winchart" Statistical Process Control software. This produces a chart of the values over time for each variable, with upper and lower confidence intervals and the mean. Different charts can be fitted to the data to examine upward to downward trends, and changes over shorter periods within the total. Unusually high or low individual points or runs can be identified.

"All applicants" will be the most important category, but others have been included in case they point to a need for different sorts of provision.

Results

The results are aggregated in Table 1 on page 4. Most of the variables are steady with little change in trend, but a few increased from late 2001 or early 2002. For these (ie, "all", "other than white ethnicity", and "males over 25 years") results are given for both a standard projection (using all the data) and a high projection (using the recent higher trend). The differences are not always large and may not be operationally significant.

The table includes:

- Projected annual mean: the number of cases projected to occur in future years assuming the trend (standard or high) is followed;
- Estimated annual range (high and low): there is a degree of uncertainty associated with the projection, because of random variation. The ranges given should cover the actual results in 95% of years;
- Estimated monthly peaks and troughs: There is considerably more variation around the monthly figures because they are smaller, so that there may be peaks in demand, much higher than the average. These could put short term pressures on the system.

Numbers will not necessarily sum to the total.

Comments

The all applicants chart is compatible either with a flat trend or a slight rise in the most recent year. Applicants of white ethnicity make up the majority, and show no change over the period. There has been a small recent increase in applicants of other than white ethnicity though the proportion remains relatively small.

Female applicants outnumber males, particularly females over 25 years. However, there has been a recent increase in males over 25 years which if continued would put them on a par. There was a jump in male applicants under 25 in July to September 2002, but this is too short a period to allow conclusions as to its significance.

Household make up numbers – couples with children, single or lone parents and one person households – have not changed over the period examined.

Further Research

Additional work is being undertaken by a member of the Substance Misuse Initiative as part of a degree. The subject of the dissertation will be “The Rationale behind the Homelessness Act 2002, and the impact on Warwick District Council”. This work will concentrate on offenders and ex-offenders.

Table 1. WDC homelessness: projected numbers of applicants eligible, unintentionally homeless and with priority need						
(source: WDC homelessness decisions, Jan 2000-Sep 2002)						
Applicants:	Estimate:	Projected Annual mean:	Est. annual range (95% confidence):		Est. monthly:	
			High	Low	Peak	Trough
All	Std	171	196	145	25	2
	High	197	225	169	29	4
White ethnicity	Std	149	173	125	23	1
	High					
Other than white ethnicity	Std	15	23	7	4	0
	High	24	34	14	6	0
Female <25 yrs	Std	40	53	27	9	0
	High					
Female 25+ yrs	Std	68	84	52	14	0
	High					
Males <25 yrs	Std	14	22	7	5	0
	High					
Males 25+ yrs	Std	49	63	35	9	0
	High	72	89	55	13	0
Couple with child	Std	22	31	13	6	0
	High					
Single parent	Std	36	48	24	13	0
	High					
One person household	Std	25	40	15	8	0
	High					

HOUSING STRATEGY SERVICE AREA PLAN

2005/2006

1. SCOPE OF SERVICE AREA
2. CURRENT SERVICE PERFORMANCE AND STANDARDS
3. ASSESSMENT OF KEY SERVICE ISSUES
 - 3.1.1 Key Service Issues
 - 3.1.2 Cross Cutting Issues
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4. DRAFT SERVICE TARGETS, ACTION PLAN & RESOURCES
 - 4.1 Targets and resources for continuing current service delivery
 - 4.2 Targets actions and resources for service improvements
 - 4.3 Summary of performance targets 2004/05 to 2007/08

5. PROPOSALS TO MATCH PLANS TO RESOURCES

5.1 Summary Statement outlining shortfalls

5.2 Options to redirect resources to improvement targets

1. SCOPE OF SERVICE AREA

1.1 The services covered by this Service Plan are provided under the following activity headings and include:-

Function	Activity	Customers	Mandatory
Housing Strategy	Develop a Housing Strategy for the district. Establish a Local Strategic Partnership.	Community	Mandatory service
Common Registration Scheme	Management, nominations, medical assessments, review and update. Assess housing needs.	12 member organisations, applicants, public.	Mandatory service
Housing Advice and Homelessness	Homelessness Strategy, Advice Service, Process Homeless Claims, Provision of temporary accommodation, Identify and fulfil special needs.	Public Voluntary and Statutory Organisations.	Mandatory service
Provision of Affordable Housing	Assess demand, manage financial resources. Joint Commissioning Process. Negotiate affordable housing element.	RSLs, Developers, Public.	Mandatory service
Private Sector Housing	This work is dealt with by the Environmental Health Department, in close liaison with the Housing Department.	RSLs, Developers, Public.	Mandatory service

1.2 This Service Area Plan relates to the Housing Services Portfolio, held by Councillor Alan Boad, and is overseen by the Social Overview and Scrutiny Committee, chaired by Councillor Judith Falp.

1.3 . The headline priorities of the Corporate Strategy 2003-2007, which are linked to this Service Area are as follows:-

Headline Priority	Contribution -
CO.1 Manage our services openly, effectively and efficiently	Significant contribution - advertise all affordable housing vacancies, extend internet information and access. Extensive partnership working.
CO.2 Improve our services to provide a cleaner and greener community	Significant contribution - Instrumental in delivering new, affordable housing on brown field sites for sustainable communities.
CO.3 To promote and contribute to a safer and healthier community.	Some contribution to promoting healthier lifestyles with the provision of high quality accommodation.
CO.4 Support a prosperous mixed economy	Provision of mixed tenure developments.
CO.5 Enhance the culture of the area	No direct contribution.
CO.6 Meet the housing need. (2), To increase the number of affordable houses in the district. (3), To improve the quality of housing.	Lead service. Joint Commissioning process. Assess the demand within the district and investigate ways to meet that demand. By setting standards for new properties and working with RSLs and Private Sector to improve existing homes.
CO.7 Target resources to the areas of greatest need.	Significant contribution - Promoting benefits, supporting voluntary agencies and promoting equal opportunities. BME Study to promote equality of opportunity. Housing Needs Study to quantify need. Impact assessments to assist in attaining Equality Standard Level 3 by 2007.

2. CURRENT SERVICE PERFORMANCE AND STANDARDS

2.1. Best Value Performance Indicators relating to the service area

BVPI (Include WDC reference no and short description)	Target (Top Q) 00/01	Actual 00/01	Target (Top Q) 01/02	Actual 01/02	Target (Top Q) 02/03	Actual 02/03	Target 03/04	Actual 03/04	Target 04/05
HE4(1) - BV 183a Average length of stay in bed and breakfast accommodation	2	6	-	4	2	11	2	0	0
HE4(2) - BV183b Average length of stay in hostel accommodation of households which include dependant children or a pregnant woman and which are unintentionally homeless and in priority need	0	0	0	0	0	0	0	0	0
HE 27 - BV202 Number of people sleeping rough on a single night within the LA area	-	-	-	-	-	2	2	2	5
HE 28 - BV203 % change in average number of families in temporary accommodation against previous year	-	-	-	-	-	-	-	-14.28	-15
Proposed new Indicators									
HE? - BV(x16) Number of households where Housing Advice casework resolved a homeless/potentially homeless situation.	-	-	-	-	-	-	-	-	-
HE? - BV(x17) Proportion of statutorily homeless households accepted as statutorily homeless again within the last 2 years.	-	-	-	-	-	-	-	-	-

2.2 Corporate Strategy Indicators

Corporate Strategy Indicator (Ref no. and description)	Target 2003/2004	Actual 2003/2004	Target 2004/2005
HE 12 – Average number of new affordable homes completed during the financial year within Warwick District	100	107	100

2.3 Other National Standards

Other National Standards – None. (Homelessness Strategy – comments from ODPM but no assessment ratings made).

2.4 Dashboard and Local Performance Indicators

Dashboard / Local Indicator (Include WDC reference no and short description)	Actual 00/01 (if appropriate)	Actual 01/02 (if appropriate)	Actual 02/03 (if appropriate)	Actual 03/04	Actual 04/05 (Q1)
HE 3 - % homeless applications on which a decision is notified within 33 days.	90	87	91	99	83
HE 7 - % Tenancies let to the homeless	23%	19%	25%	29%	40%
HE 37 - Housing Strategy to attain “well above average” rating and fulfil “fit for purpose” criteria as assessed by GOWM	n/a	n/a	n/a	Yes	Yes
HE 38 - % of needs identified within BME study which have been met	n/a	n/a	n/a	n/a	
HE 39 - Operate an open and efficient allocations scheme as per requirements of the homelessness act 2002	n/a	n/a	n/a	n/a	
HE 40 - To meet and maintain the government standards for temporary accommodation for 2004/05	n/a	n/a	n/a	n/a	
HE 41 - % satisfaction with housing advice service	n/a	67.6	62.4	58.4	

2.5 Legislative Requirements

Homelessness Act 2002.	Housing Act 1985 + 1996.
Code of Guidance 2002.	Race Relations Act 1976
Sex Discrimination Act 1975 + 1986.	Disability Discrimination Act 1995.
Housing Grants Construction & Regeneration Act 1996.	Children Act 1989
Local Government Act 2000	Home Energy Conservation Act.
Housing Bill (anticipated 2004/5)	Freedom of Information Act Disability Discrimination Act

3. ASSESSMENT OF KEY SERVICE ISSUES

3.1 Key Service Issues

3.1.1 Key Service Issues to be addressed

Ref.	Description	Checklist ref	Outcome if addressed	Risk implication of not addressing
ks1	Provide affordable housing appropriate to the needs of local people.	CL4	To meet the housing need.	Social and Economic breakdown.
ks2	To retain “Fit for Purpose” for Housing Strategy issues.	CL4	To meet the housing need.	Not addressing the housing need. Legal challenge.
ks3	Ensure that funding set aside for investing in affordable housing is spent effectively.	CL5	Attaining Corporate target of an average of 100 new homes per year.	Not addressing the housing need. Unmet target.
ks4	Implementation of Choice Based Lettings (CBL)	CL15	Open, efficient, fair and simplified system.	Statutory requirement – open to legal challenge.
ks5	Implementation of new IT system in conjunction with IEG/BVeG	CL15/ CL19	Open, efficient, fair and simplified system.	Unable to operate ks4.
ks6	Meet and maintain government standards in temporary accommodation.	CL21	Improved quality of accommodation.	Open to legal challenge.
ks7	Address the requirements within the proposed Housing Bill.	CL21	Comply with statutory requirements. (Implications not yet known)	Open to legal challenge.

3.1.2 Cross cutting issues to be addressed

Ref.	Description	Checklist ref	Outcome if addressed	Risk implication of not addressing
cc1	Undertake full Equality Impact Assessment on CBL.	CL6	Action Plan to address any issues arising.	Inequitable policy.
cc2	Review Sharing Information Protocol.	CL6	Increase staff and community safety.	Not managing risk.
cc3	Ensure all new developments are sustainable in respect to design, future demand and energy use.	CL6	Environmental and economic improvements.	Detrimental to both the community and the area.
cc4	Customer Service Centre to facilitate CBL e.g. on-line applications, property advertising, bids, telephone and on-line queries.	CL6	Open, efficient and accessible service.	Inability to operate new policy.
cc5	Website input and maintenance.	CL6	Open, efficient and accessible service.	Inability to operate new policy.
cc6	Service inclusion within One Stop Shops.	CL6	Open, efficient and accessible service.	Less accessible to customers. Limited service delivery.
cc7	Provision of "Emergency Packs" for homeless people moving into temporary accommodation.	CL6	Improve emergency facilities.	Reduction in level of service.

3.1.3 Key Service Risks

These will be taken from your risk register and should only be included here if improvement activity or changes are planned to address the risks on the register.

Ref.	Description	Checklist ref	Outcome if addressed	Risk implication of not addressing
sr1	Insufficient/misdirected resources for progression of development programme.	CL16	Fulfilling development programme.	Inability to meet Corporate target.
sr2	Failure to implement CBL.	CL16	Efficient/effective Lettings Policy.	Legal challenge.

4 DRAFT SERVICE TARGETS, ACTION PLAN AND RESOURCE REQUIREMENTS

4.1 Targets and Resources for Continuing Current Service Delivery

Continuing Service Delivery:		
<p>“Maintaining current service provision at current levels of time, cost, quality and volume as detailed within the team operational plans” for the following teams</p> <ul style="list-style-type: none"> • Housing Strategy • Common Registration Scheme • Housing Advice & Homelessness • Affordable Housing 		
2005/06	2006/07	2007/08
a) Gross Staffing Costs for 2005/2006 £323,500	a) 336,500	a) 349,900
b) Other Gross Revenue Costs for 2005/2006 £183,800	b) 189,300	b) 194,900
c) Anticipated Income for 2005/2006 £99,900	c) 102,900	c) 106,000
d) Anticipated Net Costs (a + b - c) £407,400	d) 422,900	d) 438,800
e) Nil	e) Nil	e).Nil
f) Anticipated staff time available	f)	f)

4.2 Targets actions and resources for service improvements

Outcome Target 1 : To increase the number of affordable homes completed to an average of 100 per year		Priority Ranking : 1
Corporate Priority – CO.6 (2) - To increase the number of affordable houses in the district		
2005/06	2006/07	2007/08
Milestone Target : An average of 100 new properties	Milestone Target : An average of 100 new properties	Milestone Target : An average of 100 new properties
<u>Actions Year 1</u> Review Joint Commissioning Arrangements Develop Design Guide Produce standard s106 examples	<u>Actions Year 2</u> Review result of 05/06 actions and evaluate future options	<u>Actions Year 3</u> Review result of 06/07 actions and evaluate future options
<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None
<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None
<u>Capital Costs</u> None	<u>Capital Costs</u> None	<u>Capital Costs</u> None

Outcome Target 2 : To retain “Fit for purpose” criteria for Housing Strategy		Priority Ranking : 2
Corporate Priority – CO.6 - To meet the housing need		
2005/06	2006/07	2007/08
Milestone Target : Fit for purpose	Milestone Target : Fit for purpose	Milestone Target : Fit for purpose
<u>Actions Year 1</u> Formulate action plan based on Housing needs surveys Take part in County BME Study Take part in Joint Housing needs survey with Stratford District Council.	<u>Actions Year 2</u> Undertake action plan based on Housing needs surveys	<u>Actions Year 3</u> Undertake action plan based on Housing needs surveys
<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None
<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None
<u>Capital Costs</u> None	<u>Capital Costs</u> None	<u>Capital Costs</u> None

Outcome Target 3 : To increase the number of affordable homes completed to an average of 100 per year		Priority Ranking : 3
Corporate Priority – CO.6 (2) - To increase the number of affordable houses in the district		
2005/06	2006/07	2007/08
Milestone Target : average of 100 per year	Milestone Target : average of 100 per year	Milestone Target : average of 100 per year
<u>Actions Year 1</u> Ensure funding set aside for investing in affordable housing is spent effectively.	<u>Actions Year 2</u> Ensure funding set aside for investing in affordable housing is spent effectively.	<u>Actions Year 3</u> Ensure funding set aside for investing in affordable housing is spent effectively.
<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None
<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None
<u>Capital Costs</u> £1,182,000	<u>Capital Costs</u> £1,870,000	<u>Capital Costs</u> £1,271,300

Outcome Target 4 : To operate an open and efficient allocations scheme by 2005/06		Priority Ranking : 4
Corporate Priority – CO.1(1) Use robust performance management to improve the quality of key services		
2005/06	2006/07	2007/08
Milestone Target : Choice based lettings introduced	Milestone Target : Choice based lettings introduced	Milestone Target : Choice based lettings introduced
<u>Actions Year 1</u> Implement new IT system. Implement and follow CBL Review and Monitoring Plan. Undertake full impact assessment.	<u>Actions Year 2</u> Review and amend.	<u>Actions Year 3</u> Review and amend.
<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None
<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None
<u>Capital Costs</u> None	<u>Capital Costs</u> None	<u>Capital Costs</u> None

Outcome Target 5 : To meet and maintain Government standards for temporary accommodation		Priority Ranking : 6
Corporate Priority – CO.3 To promote and contribute to a safer and healthier community (Statutory requirement)		
2005/06	2006/07	2007/08
Milestone Target : standards met	Milestone Target : standards met	Milestone Target : standards met
<u>Actions Year 1</u> Reach and maintain property standards Including white goods, repairs and maintenance comply with DDA.	<u>Actions Year 2</u> Maintain standards of furnished properties Including white goods, repairs and maintenance	<u>Actions Year 3</u> Maintain standards of furnished properties Including white goods, repairs and maintenance
<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None	<u>Resources – Staff Time</u> None
<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None	<u>Other Revenue Costs</u> None
<u>Capital Costs</u> None	<u>Capital Costs</u> None	<u>Capital Costs</u> None

Outcome Target 6 : housing Strategy to comply with level 4 equalities standard by 2007/2008		Priority Ranking : 6
Corporate Priority - To promote equality of opportunity and good relations between persons of different groups		
2005/06	2006/07	2007/08
Milestone Target : Level 2	Milestone Target : Level 3	Milestone Target : Level 4
<u>Actions</u> Implement actions as identified in the 2004/2005 Self Assessment to bring the Unit up to level 2 standard	<u>Actions</u> Implement actions as identified in the 2005/2006 Self Assessment to bring the Unit up to level 3 standard	<u>Actions</u> Implement actions as identified in the 2005/2006 Self Assessment to bring the Unit up to level 4 standard
<u>Resources – Staff Time</u> a) To be confirmed following completion of self assessment – by end of September 2004	<u>Resources – Staff Time</u> a) To be confirmed following completion of self assessment – by end of September 2004	<u>Resources – Staff Time</u> a) To be confirmed following completion of self assessment – by end of September 2004
<u>Other Revenue Costs</u> b) To be confirmed following completion of self assessment – by end of September 2004	<u>Other Revenue Costs</u> b) To be confirmed following completion of self assessment – by end of September 2004	<u>Other Revenue Costs</u> b) To be confirmed following completion of self assessment – by end of September 2004
<u>Capital Costs</u> None	<u>Capital Costs</u> None	<u>Capital Costs</u> None

4.3 Summary of Performance Targets for 2004/05 to 2007/08

4.3.1 Delivery of Corporate Strategy Targets

Indicator No.	Description	Result 2003/04	Target 2004/05	Target 2005/06	Target 2006/07	Target 2007/08
HE 12	Number of new affordable homes completed during the financial year within Warwick District	107	100	100	100	100

4.3.2 Best Value Performance Indicators

BVPI No.	Description	Result 2003/04	Target 2004/05	Target 2005/06	Target 2006/07	Target 2007/08
HE 4(1)	BV 183a Average length of stay in bed and breakfast accommodation	0	0	0	0	0
HE 4(s)	BV183b Average length of stay in hostel accommodation of households which include dependant children or a pregnant woman and which are unintentionally homeless and in priority need	0	0	0	0	0
HE 27	BV202 Number of people sleeping rough on a single night within the LA area	n/a	2	2	2	2
HE 28	BV203 % change in average number of families in temporary accommodation against previous year	-14.28	-15	-15	-5	-5

4.3.3 Service Area Plan Dashboard Indicators

Indicator No.	Description	Result 2003/04 (if appropriate)	Target 2004/05	Target 2005/06	Target 2006/07	Target 2007/08
HE 3	% homeless applications on which a decision is notified within 33 days.	99%	95%	95%	95%	95%
HE 7	% Tenancies let to the homeless	25%	25%	25%	25%	25%
HE 37	Housing Strategy to attain "well above average" rating and fulfil "fit for purpose" criteria as assessed by GOWM	Yes	tba	tba	tba	tba
HE 38	% of needs identified within BME study which have been met	n/a	10%	10%	10%	10%
HE 39	Operate an open and efficient allocations scheme as per requirements of the Homelessness Act 2002	n/a	Y	Y	Y	Y
HE 40	To meet and maintain the government standards for temporary accommodation for 2004/05	n/a	Y	Y	Y	Y
HE 41	% satisfaction with housing advice service	58.4%	60%	60%	60%	60%
New	Contribute to WDC achieving Level 3 of the Equality Standards by March 2007	n/a	n/a	tba	tba	tba
New	Project Plan for CBL work to be undertaken by Customer Service Centre.	n/a	n/a	tba	tba	tba

5 PROPOSALS TO MATCH PLANS TO RESOURCES (2005/2006 ONLY)

5.1 Summary Statement outlining shortfalls

5.1.1 Summary Revenue Shortfalls

Priority Ranking	Target Description	Additional Revenue	one off / recurring	Statutory / discretionary	Key issue reference
	None				
Total Shortfall for 2005/2006		£ nil			

5.1.2 Summary Capital Funding

Priority Ranking	Target Description	Committed in current Capital Programme Y/N	Net Capital over 4 year period 2005/6 to 2008/9	Statutory / discretionary	Key issue ref
3	To increase the number of affordable homes completed to an average of 100 per year	Y	05/06 = £1,182,000	S	KS1
			06/07 = £1,870,000		
			07/08 = £1,271,300		

5.2 Options to redirect resources to improvement targets

Brief description of options	Likely impact / outcome of implementing this option	Potential Level of funding released
Option 1 None available	Mandatory service	Previous reductions in budget and separation from HRA preclude any further savings.
Option 2		

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END OF TEMPLATE - APPENDICIES FOLLOW

Housing Strategy

Team Operational Plan 2004/5

1 Scope of Service Area

1.1 This Team Operational Plan covers the following services and should be considered in conjunction with the Housing Strategy Service Area Plan.

Function	Activity
Housing Strategy	Develop a Housing Strategy for the District. Establish a Local Strategic Partnership.
Common Registration Scheme	Management, nominations, medical assessments, review and update. Assess housing needs.
Housing Advice & Homelessness	Homelessness Strategy, Advice Service, Process Homeless Claims, Provision of temporary accommodation with Support and Resettlement Service. Identify and fulfil special needs.
Provision of Affordable Housing	Assess demand. Manage financial resources. Joint Commissioning Process.

1.2 Legislative Requirements

Homelessness Act 2002

Housing Act 1985 + 1996

Code of Guidance 2002

Race Relations Act 1976

Sex Discrimination Act 1975 + 1986

Disability Discrimination Act 1995

Children Act 1989

Protection from Eviction Act 1977

2. Resources

2.1 Staff Structure

Function	No. of Staff
Housing Strategy	Housing Strategy Manager F/T
Common Registration Scheme (CRS)	Housing Advice Manager F/T Housing Advice Liaison Officer F/T Housing Advice Officers 3 x F/T, 1 x P/T Generic function for CRS and Advice & Homelessness Housing Admin. Assistant P/T
Housing Advice & Homelessness	Housing Advice Officers (as shown in CRS) Housing Admin. Assistant P/T Support & Resettlement Officer F/T
Provision of Affordable Housing	Development Officer F/T

2.2 Financial Resources

see Appendix 1 Budget
Appendix 2 Development Programme

3. Links to Corporate Headline Priorities

3.1 Responsible for

CO.6	Meet the Housing Need	Lead Service
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3.2 Contributing Towards:

	Headline Priority	Contribution
CO.1A	Manage our services openly, effectively and efficiently	Significant contribution – advertise all affordable housing vacancies, extend internet information and access. Extensive partnership working
CO.1B(1)	To meet 85% of Corporate Strategy targets by 2007	Contribution to various targets but principally CO.6
CO.1B(2)	80% of all telephone contacts received via Contact Centre by 2007 with 80% of those resolved at first point of contact.	Contact Centre to be utilised for housing applications and property bids.
CO.1B(3)	To produce a Community Plan which has the support of all local Strategic Partners and Community Groups by October 2004	Housing Strategy Steering Group incorporating Local Strategic Partnership membership of LSP Action Team.

	Headline Priority	Contribution
CO.2	Improve our services to provide a cleaner and greener community.	Significant contribution – Instrumental in delivering new affordable housing on brown field sites for sustainable communities.
CO.2A(2)	To regulate and influence land use to achieve sustainable development.	Advising on estate design Assist victims of violent crime. Membership of Multi-Agency Public Protection Panel and Sharing of Information Protocol.
CO.3A(1)	To create a safer environment	
CO.3B(1)	Reduce the % of those very, or fairly worried by being a victim of crime.	
CO.4	Support a prosperous mixed economy.	Provision of affordable homes of varying tenures.
CO.4A(1)	To contribute to regeneration and economic activity by encouraging a diverse range of businesses.	
CO.6A(2)	To increase the number of affordable houses in the district.	Joint Commissioning process. Assess the demand within the district and investigate ways to meet that demand.
CO.6A(3)	To improve the quality of housing.	By setting standards for new properties.
CO.7	Target resources to the areas of greatest need.	Review Registered Social Landlord Agreements. Promotion and advice on Benefits. Undertake Impact Assessments. BME study to promote equality of opportunity. Housing Needs Study to quantify need.
CO.7B(1)	By 2004/5 agree outcome based Service Level Agreement with all partners with whom we provide significant levels of funding.	
CO.7B(2)	To undertake a Benefit and Council Tax campaign that results in 10% more claims by 2007.	
CO.7B(3)	Achieve Equality Standards Level 3.	

4 Current Service Performance and Standards

4.1 Best Value Performance Indicators relating to this Service Area

BVPI	Target (Top Q) 99/00	Actual 99/00	Target (Top Q) 00/01	Actual 00/01	Target (Top Q) 01/02	Actual 01/02	Target (Top Q) 02/03	Actual 02/03	Target 03/04
BV67: % homelessness applications on which a decision is notified within 33 days			96	90	97	87	92	91	93
Portfolio BV183. Average length of stay in Bed & Breakfast		4	2	6		4	2	11	2
BV.202 HE27 Rough sleepers within the district.			3/4 2		4/5 2		5/6 1		6/7 1
BV.203 HE28 Percentage change in the average number of families in temporary accommodation (children or pregnant women).			-1%		-1%				

4.2 Other National Standards

	2000	2001	2002	2003
Housing Strategy	Above Average	Average	Above Average	Target fit for Purpose
Homelessness Strategy (new standard)				
Standards in Temporary Accommodation (new standard)				

4.3 Local Performance Indicators Relating to this Service Area

LPI	Target 99/00	Actual 99/00	Target 00/01	Actual 00/01	Target 01/02	Actual 01/02	Target 02/03	Actual 02/03	Target 03/04
LPI H.2 Average time to decide homeless cases (days)		26		22		18	28	15	28
LPI H.3: % tenancies let to the homeless. % tenancies let to the vulnerable.	N/A	32	N/A	23	N/A	19	N/A	25	N/A
Satisfaction with Housing Advice Service	-	-	-	-	-	67.6%			
Number of Affordable Homes provided/ enabled	-	34	-	177	-	52	-	161	100

4.4 Actions to Deliver, Current Performance, Indicators & Targets

Performance Indicators & Targets	Actions
BV67: % homeless applications on which a decision is notified within 33 days. Target: 93% in 28 days. (Ahead of Government target of 33 days)	<ul style="list-style-type: none"> • Ensure balanced manageable case loads • Actively pursue investigations • Monthly review of computerised records • Clear, written instructions on what is required from applicant
BV183: Average length of stay in B&B	Stopped the use of B&B one year ahead of Government target.
BV202: Rough sleepers within the district. HE27 Target: No more than 2	<ul style="list-style-type: none"> • Extend housing advice work by pilot “drop-in” sessions and outreach advice services. • Promote “move through” supported accommodation schemes. • Monitor work of Salvation Army.
BV203: Change in the number of people with children or pregnant women resident in temporary accommodation. HE28	<ul style="list-style-type: none"> • Choice Based Lettings may speed process. • Continual improvements in void turnover time. • Promote “move through” supported accommodation schemes.
Housing Strategy – Government rating Target: Above average fit for purpose	<ul style="list-style-type: none"> • Ensure all areas of work fulfil statutory obligations and supports Corporate Strategies and targets. • Endeavour to formulate proper strategies based on established facts and within good practice guidelines. • Work with appropriate partners to identify and fill gaps in provision
Homelessness Strategy – to be assessed by G.O. 2004 – new indicator.	As Housing Strategy
Temporary Accommodation Standards – new indicator	<ul style="list-style-type: none"> • Properties checked daily • Repairs ordered immediately • Cleaning contract monitored • Bid for emergency provisions e.g. sleeping bags • All units self-contained • Support provided
LPI H.2 Average time taken to decide homeless cases	As BV67
HE 7 LPI H.2 % tenancies let to the homeless. % tenancies let to the vulnerable. Target 20%	<ul style="list-style-type: none"> • Allocations made in date order of acceptance • “Move-on” arrangements with all supported housing providers • Special Needs Register
Satisfaction with the Housing Advice Service.	<ul style="list-style-type: none"> • Highly trained staff

Target 70%	<ul style="list-style-type: none"> • Appointment/duty system for interviews • Prevention of homelessness prioritised • Outreach work undertaken • Drop-in sessions weekly • Referrals for specialist assistance • Named officer for each case
Number of Affordable Homes provided/enabled. Target 100 new homes per year	<ul style="list-style-type: none"> • Extension of % requirements in Local Plan • Developers Guidance produced • Pro-active for training • Pro-active in maximising additional resources • Efficient management of development programme • Effective internal and external partnerships

5. Work Plan

Function	Action	Who	When	Resource Staff/Funding	Partners
Housing Strategy	To monitor progress of Housing Strategy and Action Plan	Housing Strategy Manager (HSM) Strategy Steering Group	On-going Bi-monthly	Staff Resource Funding - Nil	LSP/Strategy Steering Group members
	To organise a Housing Strategy Conference	HSM & Development Officer	Spring/Summer 2004	Staff Resource Funding - £500	Planning/Environmental Health/RSLs/Private Sector
	To complete a review of the Housing Strategy	HSM	By December 2004	Staff Resource Funding - Nil	Planning/Environmental Health
	To commission a Housing Needs Study	HSM	May/June 2004	Staff Resource Funding - £25,000	Stratford District Council
	To commission a BME Needs Study	HSM	May/June 2004	Staff Funding - £10,000	Members of the Sub-Region

	To create an Action Plan to balance the Housing Markets on the results of the surveys	HSM	October 2004	Staff Resource Funding - Nil	Planning/Env. Health/ Housing Strategy Steering Group/ Joint Commissioning Group
	To pursue the Supporting People Initiative	HSM	On-Going	Staff Resource Funding - Nil	
	To monitor the work of the team	HSM	In accordance with the Corporate Performance Management	Staff Resource Funding - Nil	

Function	Action	Who	When	Resource Staff/Funding	Partners
Provision of Affordable Housing	To review the Guidance for Developers to amend accordingly	Development Officer (DO)	April 2004 December 2004	Staff Funding - Nil	Members Developers Joint Commissioning Group
	To work with Planning in relation to SC9 of the Local Plan	DO	On-going	Staff Funding – Nil	
	To carry out actions held in the current and new Community Plans in relation to the provision of affordable housing	DO	On-going	Staff Funding – Nil	
	To maintain comprehensive records for monitoring performance to members	DO	On-going	Staff Funding – Nil	
	To manage all the necessary resources including Council assets and receipts, developers contributions and commuted sums	DO	Monthly	Staff Funding – Nil	Director, Planning, Housing Strategy Manager, Portfolio Holder, Joint-Commissioning Group, Asset Management Group
	To utilize model S106 agreements and appropriate Low Cost Home Ownership initiatives to secure and retain affordable housing	DO	Monthly	Staff Funding – Nil	Legal & Planning Departments Joint-Commissioning Group
	To estimate future need following the completion of the Housing Needs & BME Surveys	DO	October 2004	Staff Funding – Nil	Housing Strategy Manager
	To investigate innovative methods of provision i.e. mixed tenure schemes	DO	On-going	Staff Funding – Nil	Joint Commissioning Group Legal and Planning Departments
	To review Joint Commissioning Partnership	DO	September 2004	Staff Funding – Nil	Housing Strategy Manager Developers Legal and Planning Depts.

Function	Action	Who	When	Resource Staff/Funding	Partners
Common Registration Scheme	Maintain Current Services				
	Assessment & Amendment of applications	Housing Advice Manager Housing Advice Team	Ongoing	Staff 300 days Funding - Nil	
	Maintenance of Special Needs Register	Housing Advice Liaison Officer Housing Advice Manager	Ongoing	Staff 35 days Funding - Nil	Social Services Health Authority
	Special Agency Referrals	Housing Advice Liaison Officer Housing Advice Manager	Ongoing	Staff 35 days Funding - Nil	Social Services
	Nominations to RSLs	Housing Advice Liaison Officer Housing Advice Officers Housing Advice Manager	Ongoing	Staff 100 days Funding - Nil	RSLs
	Medical Assessments	Housing Advice Team Housing Advice Manager	Ongoing	Staff 100 days Funding - Nil	Occupational Therapist Social Services Gps Health Visitors Community Nurses Mental Health Resource

	Liaison with Statutory and Voluntary Agencies	Housing Advice Manager Housing Advice Team	Ongoing	Staff 87 days Funding - Nil	MPs Members Supported Housing Providers CAB Social Services Primary Care Trust (All other statutory and voluntary agencies)
				Total 657 days	

Function	Action	Who	When	Resource Staff/Funding	Partners
Service Charges	Implement new IT system Staff training Liaison with MIS	Housing Strategy Manager Housing Advice Manager Development Officer Housing Advice Team	Spring/ Summer 2004	Staff 150 days Funding - Nil	MIS Housing Services Contact Centre
	Implement new Allocations Policy Advertising & Training programme	Housing Advice Manager Housing Advice Team Housing Strategy Manager	Summer/ Autumn 2004	Staff 200 days Funding - £20,000	Statutory & Voluntary Agencies Community Groups Members Contact Centre Housing Services CRS Group RSLs
	Review and amend new Allocations Policy CRS group staff team meetings	Housing Advice Manager Housing Advice Team Housing Strategy Manager	Quarterly	Staff 10 days Funding - Nil	CRS group RSLs
	Impact Assessment – New Allocations Policy	Housing Advice Manager Housing Strategy Manager Housing Advice Team	2nd Quarter Review	Staff 10 days Funding - Nil	Community Groups RSLs Statutory & Voluntary Agencies

	Review and amend new Allocations Policy - Consultation	Housing Advice Manager Housing Strategy Manager Housing Advice Team	Ongoing	Staff 5 days Funding - Nil	Community Groups Statutory & Voluntary Agencies
				Total 375 days	

Function	Action	Who	When	Resource Staff/Funding	Partners
Housing Advice & Homelessness	Maintain Current Services				
	Housing Advice Appointments	Housing Advice Manager Housing Advice Team	Ongoing	Staff 40 days Funding - Nil	
	Homelessness Interviews	Housing Advice Manager Housing Advice Officers	Ongoing	Staff 195 days Funding - Nil	
	Investigation & Decision Making on all Homeless Applications	Housing Advice Manager Housing Advice Officers	Ongoing	Staff 200 days Funding - Nil	
	Appeals regarding Homeless Decisions	Housing Advice Manager Housing Strategy Manager	Ongoing	Staff 52 days Funding - Nil	Legal Services Members Services Members
	Legal Updates	Housing Advice Manager Housing Advice Team	Ongoing	Staff 30 days Funding - Nil	Legal Services
	Placing Applicants in Temporary Accommodation	Housing Advice Admin. Officers	Ongoing	Staff 25 days Funding - Nil	
	Health & Safety Checks	Housing Advice Admin. Officers Support & Resettlement Worker (SRW)	Quarterly	Staff 10 days Funding - Nil	Property Services

	Repairs Ordering/Managing Contracts (maintaining standards in temporary accommodation)	Housing Advice Manager Housing Advice Admin Officers SRW	Ongoing	Staff 25 days Funding - £40,000	Housing Services Contractors
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Function	Action	Who	When	Resource Staff/Funding	Partners
Housing Advice & Homelessness	Monitoring Rent Accounts and Housing Benefit payments	Housing Advice Manager Housing Advice Admin Officers	Ongoing	Staff 25 days Funding - Nil	Housing Services Housing Benefits
	Signposting Applicants in Temporary Accommodation	SRW	Ongoing	Staff 25 days Funding - Nil	All Statutory & Voluntary Agencies
	Regular Visits to Temporary Accommodation	SRW	Daily	Staff 50 days Funding - Nil	
	Monitoring Temporary Accommodation Budget	Housing Advice Manager Housing Strategy Manager	Monthly	Staff 10 days Funding - Nil	Finance Section
	Monitoring Workload & Balancing Caseloads	Housing Advice Manager	Monthly	Staff 12 days Funding - Nil	
	Review Homelessness Strategy	Housing Advice Manager Housing Advice Team	August 2004	Staff 15 days Funding - Nil	Accommodation Group Strategy Sub-Group Shelter PCT
				Total 719 days	

Function	Action	Who	When	Resource Staff/Funding	Partners
Service Changes	Outreach Work at Local Offices/Community Centres	Housing Advice Manager Housing Advice Team	Ongoing	Staff 30 days Funding - Nil	Kenilworth Connection Warwick Connection
	Drop-in Advice Sessions	Housing Advice Manager Housing Advice Team	Weekly	Staff 70 days Funding - Nil	
	Review of Outreach and Advice Work	Housing Advice Manager Housing Advice Team	Quarterly	Staff 8 days Funding - Nil	
				Total 108 days	

SMF/JW/JB
05.03.04 updated 7.4.04

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Joint Assessments between Warwick District Council and the Social Services Department

This protocol will be implemented when an assessment is required by both agencies to plan a way forward in accordance with the statutory duties placed on each organisation.

1. Point of Contact

- 1.1 The protocol should be invoked at the first point of contact when either party has any concerns.
- 1.2 The protocol may also be activated at any stage during an organisation's work should concerns arise.
- 1.3 The protocol may be used for any client group but is particularly relevant to people between 16 and 18 years of age.
- 1.4 Each organisation shall have a named liaison officer, in each department, to ensure communications are maintained. A list of named officers, together with contact details, will be attached to the protocol.

2. Communications

- 2.1 The named liaison officers will ensure that staff are available to respond to the referral.
- 2.2 The joint interview would usually take place at Riverside House, Milverton Hill, Leamington Spa but could occur at any appropriate venue.

3. Interviews and Decision Making

- 3.1 The joint interview will:-
 - Affirm personal details.
 - Establish current circumstances.
 - Exchange additional information.
 - Discuss applicant's specific requirements and formulate plans to address their needs.
 - Inform applicant of available options and the outcome of any decisions.
 - Agree which agency will undertake which areas of work.
- 3.2 The Housing Department will then make the necessary investigations and Social Services will undertake a full assessment of the applicants needs.
- 3.3 The interviewing officers will communicate the results of their work and come to a decision. A further interview with the applicant may be arranged if appropriate.
- 3.4 Final decisions will be communicated verbally, and in writing, to all parties.

IF POSSIBLE, THIS PROTOCOL SHOULD BE COMPLETED WITHIN 28 DAYS.

4. **Appeal Procedure**

- 4.1 If an applicant disagrees with a decision they have the right to appeal. This must be lodged within 21 days of the decision and give reasons why the decision is thought to be incorrect.
- 4.2 The appeal will go to the Housing Advice Manager who will interview the applicant and review the case. The result of the review will be given to all parties, in writing.
- 4.3 If the appeal is dismissed, a second appeal may be made within 7 days. This would be referred to a panel of three elected members for a second, independent review and the applicant would be invited to attend.

Any friend, relative or advocacy agency may assist, and accompany, an applicant throughout this process.

SMF/JB

22.1.04

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SMF/JB

Updated SMF/EPJW/CB/MB

6th October 2004