



People and Health Scrutiny Committee

Date: Monday, 3 July 2023
Time: 10.00 am
Venue: Council Chamber, County Hall, Dorchester, DT1 1XJ

Members (Quorum: 3)

Gill Taylor (Chairman), Molly Rennie (Vice-Chairman), Piers Brown, Robin Cook, Nick Ireland, Paul Kimber, Louie O'Leary, Jon Orrell, Mary Penfold and Belinda Ridout

Chief Executive: Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services Meeting Contact 01305 224185 - george.dare@dorsetcouncil.gov.uk

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Agenda

Item		Pages
8.	HOMELESSNESS AND ROUGH SLEEPING STRATEGY REVIEW 2023	3 - 28

To consider a report by the Service Manager for Housing Strategy & Performance and the Service Manager for Housing Advice and Homelessness.

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Objective No. 1

Reduce the current and future likely levels of homelessness

Impact

1. Advice and information is accessible within communities at every opportunity to educate and inform those who are likely to face the threat of homelessness in the medium to long term
2. Families are able resolve the issues that lead to homelessness.
3. Homelessness in families and young people is reduced in long term.

Progress measures

- Number/amount of pre-56 days early prevention activity (new local measure)
- Ratio or positive outcome duty ended prevention cases against all duty owed cases of families with children (Higher is good)
- Number of 'no duty owed' initial assessment outcomes (lower is positive)
- Ratio of potential or threatened homelessness cases referred by public authorities and other organisations against all referred cases

No.	Action	Resources Required	Lead Officer	Timescale	Progress
1.1	Prevent today's six-to-eight-year olds from becoming homeless at 16 -18 years.				
1.1.1	<p>Develop, implement and embed a proactive, early homelessness prevention and support service, beginning in the wards with the highest levels of child poverty, seeking out and targeting households in, or at risk of poverty including those:</p> <ul style="list-style-type: none"> • with children living in poverty, • in receipt of in-work means tested welfare benefits • known to have difficulty managing welfare benefit claims • in receipt of Council Tax Benefit, • known to not engage with other services 	<p>Budget: Funding through future recommissioning of prevention services and uplift in MHCLG Homelessness Prevention Grant. IT: IT system to have progress measure a) added to integrated data collection, with reporting function. People: Strategic housing commissioning resources; Dorset families matter; Homelessness services; Adult Services/ supporting people commissioning officer; Adult services mental health specialist worker; Revenue and Benefits service lead; Department for Work and Pensions local service lead; Children's social services Commissioning lead;</p>	<p>Service Manager - Housing Strategy & Service Manager - Homelessness</p>	<p>Programme of early prevention services ready for commissioning March 2025</p> <p>Services go-live October 2026</p>	<p>Not started:</p> <p>Once implementation begins, progress on the above measures should be reported quarterly and annually. Review at year end to agree future of each activity depending on cost-benefit.</p>

No.	Action	Resources Required	Lead Officer	Timescale	Progress
	<ul style="list-style-type: none"> regularly visiting foodbanks 	Primary and secondary schools; Housing Associations; NHS Trust; Clinical Commissioning Group; Other public authorities; Voluntary organisations; Other materials: Training resources Printed and online Information Venues for training/promotion/information (e.g. foodbanks, sports clubs, etc.)			
1.1.2	Ensure that effective early prevention information, advice and support is available at points across Dorset that are naturally accessed, such as schools, DWP, supermarkets, sports clubs, foodbanks, GP surgeries and hospitals etc, to alleviate real poverty and prevent the threat of homeless at every possible opportunity.	Budget: Funding through future recommissioning of prevention services and uplift in MHCLG Homelessness Prevention Grant IT: design of training resources People: Task and finish group of families in, and at risk of, poverty, as well as families at each stage of homelessness; Education authority; Homelessness services officer(s); Children's commissioning lead & troubled family's worker; Project manager homelessness & improvements;	Service Manager - Housing Strategy & Service Manager	Material available by March 2025	Not started
1.1.3	Teach homelessness awareness in primary and secondary schools, plus provide teaching	Budget: Funding through future recommissioning of prevention		Teaching and training	Not started

No.	Action	Resources Required	Lead Officer	Timescale	Progress
	resources and training for teachers to deliver within curriculum.	services and uplift in MHCLG Homelessness Prevention Grant IT: design of training resources People: Task and finish group of families in, and at risk of, poverty, as well as families at each stage of homelessness; Education authority; Homelessness Services officer(s); Project manager homelessness and improvements;	Service Manager - homelessness	programme approved by the Local Education Authority approved and ready to start at September 2026 term.	
1.2	Housing waiting list as early prevention tool				
1.2.1	Ensure the housing register application and assessment process include mandatory identification of applicants who are homeless or threatened with homelessness, and automatically refer to Homelessness Services to provide prevention/relief support to those identified.	Budget: Funding for IT system alteration. IT: System to create mandatory fields and automated workflow or email referral and effective and reporting People: Software implementation team; Housing registration/allocations officers; Homelessness service team leaders; Strategic housing performance officer;	Service manager – housing solutions		Complete
1.2.2	Identify through housing register applicants who are not eligible for housing association accommodation due to housing association (HA) lettings policies and provide advice/prevention/relief support or signpost to other services.	Budget: Within existing resources IT: New housing system People: Housing registration/allocations officers; Housing officers; Other materials: HA lettings policies	Service manager – housing solutions		Complete
1.3	Maximise early referral opportunities.				

No.	Action	Resources Required	Lead Officer	Timescale	Progress
1.3.1	Use Duty to Refer data and other referral data to map service user route to the referring agency, using this information to identify and use early opportunities to divert early homelessness prevention interventions.	Budget: Within existing resources IT: simple analytical tool, e.g. spreadsheets People Project manager homelessness and improvements; Homelessness team leaders; Front Door programme; Homelessness Forum;	Service Manager - Homelessness	Review and mapping complete December 2023 using two year's Data to October 2023	Underway Referral data is captured analysed at a high level. Next steps to map service user route to referring agency.
1.4	Explore early homelessness prevention and support options for those with poor health outcomes, including mental health.				
1.4.1	Improve joint working with mental health and public health services to prevent homelessness, especially people who misuse alcohol and/or drugs.	Budget: Within existing resources and potential funding opportunities People: Homelessness team leaders; Public health leads; Adult service leads; NHS mental health homeless service; NHS mental health and substance misuse lead(s); Dorset Healthcare; Relevant commissioned service providers; Police; Probation; Service Users;	Service manager - homelessness	Begin October 2021 New completion date: Oct 2023	Underway: New mental health housing officer and new offender housing officer are in post. A review of current support via the Reach Out Programme, The Lantern and the Homeless Health team has started.
1.4.2	Improve joint working with diversity and inclusion services to review and mitigate challenges and ensure suitable support is available to households with protected characteristics.	Budget: Within existing resources and potential funding opportunities People: Homelessness team leaders; Diversity and inclusion service lead; Relevant support providers; Service users;	Service manager – homelessness	Begin December 2021 New completion date: March 2024	Not started Initial engagement with the local Equality, Diversity and Inclusion group has taken place as part of the development of the

No.	Action	Resources Required	Lead Officer	Timescale	Progress
					new housing strategy. Findings from this work will form part of this task.

Objective No. 2 Prevent homelessness

Impact

- Homelessness is prevented at the earliest possible stage
- More households able to either remain in existing accommodation or move to a sustainable alternative home within the 56-day prevention of relief period,
- Proportionately fewer households needing temporary accommodation.

Progress measures

- (a) Ratio of prevention duty owed cases against number of prevention or relief duty owed (higher is positive)
- (b) Ratio of relief duty owed cases against number of prevention or relief duty owed (lower is positive)
- (c) Ratio of numbers in temporary accommodation against number of cases owed a duty
- (c) Number of people whose homelessness resolved before leaving prison/young offenders institute, care, armed forces or hospital

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No.	Action	Resources Required	Lead Officer	Timescale:	Progress
2.2	Continually improve the range and quality of homelessness assistance and housing advice services across Dorset.				
2.2.1	Review homelessness cases that move from the prevention stage to the relief stage, and to the main duty stage. Map the flow from the prevention duty owed stage to other stages to determine why households move through the stages to establish any trends, including household type or location, that require specialist support to prevent homelessness.	<p>Budget: Review within existing resources.</p> <p>People: Homelessness team leaders; Homelessness services front line staff; Homelessness forum; Service users;</p>	Service manager - homelessness	Review to start September 2021	<p>Complete</p> <p>A new business intelligence dashboard in development will include this mapping and provide journey mapping function for future transparency.</p>
2.2.2	Capture homelessness prevention outcomes achieved by all stakeholders,	Budget:			Underway:

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
	including Dorset Council, to inform a strategic approach to prevention. This includes early prevention activity that has not been commissioned as a homelessness prevention service, (e.g. housing association tenancy support, DWP employment support, money advice workshops at food banks, etc.)	Monitoring within existing resources. IT: possible adjustment to Housing software People: Local housing authority; Project manager for homelessness and improvement; Homelessness forum; Integrated prevention services commissioning officer; Public authorities; Housing associations; Voluntary organisations; Service users.	Service manager – housing strategy	Review to start October 2021 New completion date; March.2024	Prevention outcomes achieved by Dorset Council is complete and being monitored. Next steps - to review other early prevention activity.
2.2.3	Remove duplicate of 2.2.1				
2.3	Using data from 2.2.1 and 2.2.2 above, Increase the range of early homelessness prevention activities within the recommissioning of Dorset Integrated Prevention Services.				
2.3.1	Review commissioned services to ensure best practice and achieve improved value for money in priority areas. Matching services to identified need to provide greater financial security to a wider range of organisations who provide services within Dorset.	Budget: Within existing council resources. People: Integrated prevention services; Commissioning officer; Homeless service manager; Homelessness forum; Commissioned services; Project	Corporate Director for Housing & Service manager – housing strategy	1 December 2021 New completion date: March 24	Underway: Directorate commissioning team are leading review during 2023/24. Housing are members of working group. Housing is working with Citizens Advice to commission a

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
2.3.2	Review existing arrangements with criminal justice agencies and agree a joint pathway with to prevent offenders becoming homeless following release from all secure estates. Consider carrying out case reviews of a selection of cases over last 12 to 18 months in all areas.	<p>Manager homelessness & Improvement; Service users.</p> <p>Budget: Within existing resources</p> <p>People: Service manager for housing solutions; Homelessness officers; Governors/Directors of prisons; Youth offenders service; Dorset Healthcare - forensic team; Probation service; Police; Jobcentre Plus; Voluntary organisations; Private registered providers of social housing; Adult services.</p>	Service manager – homelessness	Complete March 2022	<p>new dedicated income maximisation worker in response to the current cost of living crisis.</p> <p>Complete</p>
2.3.3	<p>Review existing arrangements of the joint work to update how care leavers and other young people are prevented from becoming homeless, including:</p> <ul style="list-style-type: none"> • updating the 16 /17-year-olds protocol to include any new legislative developments • building on the key trained officer role within housing to develop a champions role in each service where joint cases can be administered • Take up co-location opportunities to maximise benefit to service user 	<p>Budget: Review within existing resources</p> <p>IT: None</p> <p>People: Young persons; Homelessness officers: Homelessness Team leaders; Children’s social services; Adult services transitioning team; Service users; Youth</p>	Corporate Director for housing & Service manager - homelessness	Completed by March 2022	Complete

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
2.3.4	Review homeless prevention activities available to members or former members of the Armed Forces and ways of identifying former serving personnel to raise awareness of and refer to the specialist support available.	<p>hub/advice and information centres.</p> <p>Budget: Within Existing Resources IT: Possible modification to housing Software People: Homelessness team leader; Housing allocations team leader Armed Forces covenant lead officer.</p>	Changed to Service manager for homelessness.	To be completed by March 2022	Complete
2.3.5	Adopt a Homeless from Hospital Discharge Policy to prevent patients from becoming homeless when leaving acute and mental health hospitals.	<p>Budget: Within existing resources People: Homelessness services team leaders; Project manager homelessness & improvements; Adult services homes first lead; Adult services occupational therapy lead; Adult services mental health lead; NHS Hospitals Dorset Healthcare; Clinical Commissioning Group; Housing associations.</p>	Service manager – housing strategy	To be completed March 2022 New completion date: March 2024	Underway: The directorate policy is under review and housing are part of this work.
2.3.6	Explore opportunities with Clinical Commissioning Group for a multidisciplinary approach.				Underway

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
2.4	<p>Evaluate and improve early warning systems used to prevent homelessness when tenancies are coming to an end.</p> <p>Review social landlord activity against the Dorset Tenancy Strategy, then carry forward the findings to formulate a new tenancy strategy.</p>	<p>Budget: Within existing resources IT: not applicable People: Homelessness team leaders; Clinical Commissioning Group; Dorset HealthCare; Community providers; Adult Services.</p>	Service manager - homelessness	<p>To be complete March 2022</p> <p>New completion date: ongoing</p>	<p>New mental health housing officer in post at two Dorset mental health hospitals; Housing involved in joint working leading to: NHS draft homeless health strategy pending; review of mental health supported housing complete by HACT.</p> <p>Next steps: Integrated care board actions</p>
2.4.1		<p>Budget: Within existing resources IT: Council and Housing Association lettings IT People: Homelessness team leaders; Service Manager for housing solutions; Project manager homelessness & improvement; Housing associations.</p>	Service Manager - Housing Strategy & Performance	<p>New Tenancy Strategy in Place March 2023 Ongoing monitoring and annual review</p> <p>New completion date: March 2024</p>	Not started
2.4.2	<p>Develop an early warning system for tenancies coming to an end in</p> <p>a) the social sector and b) private sector</p>				Not started:

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
		Budget: Within existing resources IT: Potential modifications to existing People: Dorset landlord local authority partnership (LLAP); Chair of landlord forum; Housing associations; Homelessness forum; Housing benefits lead; Housing standards lead; Housing allocations officer.	Service manager - homelessness	To be complete March 2023 New completion date: Oct 2023	To follow action 2.4.1
2.5	Improve understanding of local homelessness to encourage earlier approaches to homeless services to reduce repeat homelessness and seek out hidden homelessness.				
2.5.1	Research and analyse local patterns of and reasons for rough sleeping and rough sleeper service provision with neighbouring counties to ensure: <ol style="list-style-type: none"> 1. appropriate services and accommodation are in place locally to support rough sleepers 2. reduce the transience of rough sleepers and help to prevent rough sleeping 3. rough sleeper action plan is updated 	Budget: Within existing budgets People: Homelessness forum Project manager homelessness & improvement; Homeless team leaders Bournemouth, Christchurch and Poole Council (BCP) and other neighbouring council homelessness leads;	Service manager - homelessness	To be completed March 2022 New completion date March 24	Underway: Local data complete; successful bid for 3-year funding grant funding; bid submitted to Single Homeless Accommodation Programme June 2023; Ending Rough Sleeping Accommodation Plan complete and awaiting publication.

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
		Commissioned rough sleeper services; Service users.			Next steps: Review rough sleeping data for neighbouring authorities.
2.6 2.6.1	<p>Better demonstrate the impact of social landlords on tackling homelessness</p> <p>Introduce a peer led benchmarking scheme for social landlords to evidence activity against the following themes:</p> <ol style="list-style-type: none"> 1. Board member commitment to tackling homelessness and evidence of spend to tackle homelessness 2. Prevention of evictions due to rent arrears 3. Actions for tackling homelessness featuring in organisational strategy 4. Involvement of tenants in activities to prevent homelessness 5. Prioritisation of homeless applicants when letting homes 6. Prevention of homelessness due to anti-social behaviour and neighbour nuisance 7. Effective early warning and joint working with local authority homelessness and housing benefits services to prevent 	<p>Budget: Within existing</p> <p>People: Corporate director for housing & community safety; Project manager homelessness & improvement; Housing allocations officer; Service manager for homelessness prevention & housing advice; Housing benefits lead; Housing association directors; Service users including those on waiting list not yet tenants;</p>	Service Manager - Housing Strategy	Complete April 2024	Not started

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
	homelessness in complex cases				

Objective No. 3

Arrange for suitable accommodation to be available for everyone

Impact

Suitable housing available for all households in need; the right location, the right cost, the right quality, the right size and the right tenure.

Progress measures					
(a) Number of new social rented homes provided each year. (b) Number of new supported homes provided each year. (c) Number of suitable private sector rented discharge of duty acceptances. Of which: (c) (i) requiring Discretionary Housing Payment to ensure rent is affordable. (d) Number of temporary accommodation units at rates not requiring a discretionary housing payment or exempt/specified housing benefit payment					
No	Action	Resources Required	Lead Officer	Timescale:	Progress
3.1	Increase housing supply and make best use of stock.				
3.1.1	Formulate housing strategy that prioritises: 1. increasing the supply of affordable housing, including one-bedroom accommodation suitable for single people with complex needs 2. maximise the potential of the private rented sector across Dorset 3. bringing empty homes back into use 4. rough sleepers or with temporary housing solutions due to end	Budget: Approved council transformation fund People: Corporate director of housing & community safety; Housing enabling team; Housing standards lead; Empty homes officer; Homelessness team leader; Planning lead; Housing associations; Housing developers; corporate property & estates lead; Housing benefits lead; Service users.	Service Manager – Housing strategy	Adopted by September 2022 Change: new completion date: December 2023	Underway: Internal engagement complete; drafts in development; public consultation due July 2023; December 2023 scheduled for Full Council.

3.2	Ensure all temporary accommodation (TA) is appropriate in size, type, location, quality, cost, and support levels.				
3.2.1	Undertake a strategic review of all temporary accommodation including an options appraisal into future TA arrangements, including private sector leasing and use findings to update policy for how temporary accommodation will be procured and allocated.	<p>Budget: MHCLG Next Steps Programme Fund; IT: Temporary accommodation module integrated with homelessness system People: Service manager for housing solutions; Temporary accommodation officer; Homelessness team lead; Temporary accommodation providers; Support providers; Housing benefits lead; Housing standards lead; Children's services; Adult services; Housing associations; Service users.</p>	Service manager – housing strategy	Start October 2021 New start date: April 2024	Underway: Review commenced.
3.2.2	Adopt a new temporary accommodation placement policy which includes information to the service user on costs of the accommodation, the standards, the level of housing management and any support they can expect as early as possible.	<p>Budget: Within existing resources People: Homelessness services TA placement officers; Temporary accommodation owners; Housing</p>	Service manager – housing solutions	Complete September 2021 New completion date: March 24	Not started: Delayed due to operational priorities

		Standards lead Housing benefits lead; Service users.			
3.3.	Create a pre-tenancy accreditation award for homeless households.				
3.3.1	Develop pre-tenancy training and a qualification to equip households to become tenancy ready, including saving for rent in advance, resolving former tenancy debts or demonstrating sustained improvement in behaviour which would normally be a barrier to being offered a tenancy.	Budget: within existing resources People: Homelessness team leaders Resettlement officers Project manager homelessness & improvement; Service manager for housing solutions; Housing associations; Service users; Credit Union; Landlords;	Service manager – housing strategy	Available from October 2022 New completion date: Sept 24	Not started: Examined feasibility of joint working with children's services but needs of cohort require separate offer to be developed, delayed due to reprioritisation.

Objective No. 4 Support Households to retain their accommodation

Impact
Improvement in tenancy sustainment, reduced homelessness and repeat homelessness, proportionate reduction in costs of temporary accommodation in the long term.

Progress measures
Number of tenancies sustained for more than six months after homelessness • Number of cases of repeat homelessness • Number of relief cases • Proportion of households in temporary accommodation against those who are homeless or threatened with homelessness

No	Action	Resources Required	Lead Officer	Timescale:	Progress
4.2	Improve monitoring and review of local support services in relation to homelessness outcomes.				
4.2.1	Complete a housing needs and gap analysis for properties where support is provided, to better understand whether current provision reflects the needs of actual and potential users who are homeless or threatened with homelessness.	<p>Budget: within existing resources</p> <p>IT: Collection of H-CLIC style support data for wider groups, such as housing register applicants, as well as other agencies data.</p> <p>People: Service manager for housing strategy & performance; Project manager homelessness and improvements; Adult services; Children's services; NHS – Dorset Healthcare;</p>	Service manager - homelessness	<p>Complete by January 2022</p> <p>New completion date: March 2024</p>	<p>Underway:</p> <p>Task 2.5.1 to complete first.</p>

4.2.2.	<p>Agree a method for carrying out performance inspections of support services that benefit people who are homeless or threatened with homelessness to understand if collaboration, colocation or other partnership initiatives would improve performance and outcomes of these services.</p>	<p>CCG; Housing benefit lead; Supporting people commissioning officer; Commissioned services; Supported housing providers; Housing associations; Homelessness forum.</p> <p>Budget: Within available resources. Will include the cost of inspection training and potentially additional staff resources.</p> <p>People: Supporting people commissioning manager; Project manager for homelessness & improvements; Support services; Service users.</p>	<p>Service manager – housing strategy & commissioning manager for housing</p>	<p>Inspections Programme available March 2022</p> <p>New completion date March 24</p>	<p>Underway:</p> <p>New rough sleeping co-ordinator post in place; existing services co-locate at the Lantern hub (except the Bus); new housing surgeries at customer locations pending; new performance programme in progress.</p>
4.2.3	<p>Develop a series of prevention, relief and support initiatives that will benefit people who otherwise would remain in unsupported temporary accommodation or 'sofa surfing' as hidden homeless.</p>	<p>Budget: within existing resources</p> <p>People: Homelessness service team leaders; Service manager for housing</p>	<p>Service manager – housing strategy</p> <p>Change to service manager - homelessness</p>	<p>Start April 2022</p> <p>Change: New start date: Dec 2023</p>	<p>Underway:</p> <p>New tenancy sustainment officers x 3 pre-prevention focussed in</p>

5.3.2	<p>Develop a comprehensive training programme including:</p> <ol style="list-style-type: none"> 1. induction for new homelessness and housing allocations staff, 2. 12 month programme in housing and homelessness policy, practice and law for those new to the housing service, 3. regular refresher training for homelessness and allocations assessment officers 4. additional regular training for all staff covering case law and other legislative updates training 	<p>solutions; Project manager homelessness & improvements; Commissioned service manager; Housing benefits lead; Service users.</p> <p>Budget: Within existing resources People: Project manager homelessness & improvements; Homelessness officers; Housing allocations officers; Housing solutions lead; Service users;</p>	Service Manager for Homelessness Prevention & Housing Advice	April 2022	<p>place; household support grant funding in place; jointly funded new post in Citizens Advice Income Maximisation Project; data analytics in progress.</p> <p>Next steps: Complete case audits to test last accommodation arrangements; finalise ongoing monitoring arrangements.</p> <p>Complete</p>
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	<ol style="list-style-type: none"> 5. best practice and new initiatives updates training 6. ICT and monitoring systems training for all system users 7. Specialised training for those managing the monitoring and reporting of H-CLIC and other data to ensure that evidence is always accurate and current to provide for evidence-based decision making. 8. Housing benefit regulations and practice annual update training from Housing Benefits Team. 9. Internal training programme for internal services e.g. Adult and Children's Services 10. Diversity and Inclusion training for housing staff <p>with consideration of making some of the above training available to stakeholders and peers.</p>	<p>Budget: Training budget; Officer time for training</p> <p>People: Service manager for homelessness prevention & housing advice; Homeless team leaders; Service manager for housing solutions; Housing benefits lead; Housing association lead; Adult services; Children's services; Service users; Diversity & Inclusion lead;</p> <p>Other materials: Access to specialist legal texts and case law updates</p>	Service Manager for Housing Strategy	Programme in place March 2022	
Objective No. 5					

Suitably resource activities for tackling homelessness

Impact

The Council Homeless Service is lawful and effective at providing services to Dorset Residents, and commissioned services are appropriate in scale, scope, and effectiveness.

Progress measures

Percentage of council funds spent on homelessness.

- Working days spent on receiving training
- Number of successful prevention cases
- Number of relief cases
- Number of main duty cases

No	Action	Resources Required	Lead Officer	Timescale:	Progress
5.1	Ensure resources required to deliver activities are available.				
5.1.1	Ensure staff levels are sufficient to administer statutory homeless duties and deliver activities identified.	Budget: Within existing resources subject to restructure and 22/23 budget setting People: Homelessness team leaders	Service manager - homelessness	September 2021	Complete:
5.1.2	Procure and implement a new housing software system that can deliver the necessary functionality to deliver the requirements of the Housing Service.	Budget: Capital identified from Dorset Council plus annual service and maintenance charges IT: Software supplier and Dorset Council ICT support People:	Service manager – housing strategy	October 2021	Complete:

		<p>Project manager for homelessness & improvements; Service manager for homelessness prevention & housing advice; Homelessness team leaders; Service manager for housing solutions; Housing solutions team leader; Housing service officers; ICT; Procurement; Legal.</p>			
5.1.3	<p>Explore Care Act funding opportunities with Clinical Commissioning Group.</p>	<p>Budget: within existing resources IT: N/A People: Homelessness team leaders; Clinical Commissioning Group; Housing enabling team; Adult social care MH lead.</p>	<p>Service manager – housing strategy</p> <p>Change: add Corporate Director of Housing</p>	<p>March 2022</p> <p>New date: Dec 2023</p>	<p>Not started:</p> <p>Options discussed at Integrated Care Board</p>
5.2.	<p>Demonstrate effective, value for money, services delivered to a high standard.</p>	<p>Budget: within existing resources IT:</p>	<p>Service manager – housing strategy</p>	<p>All arrangements in</p>	<p>Complete</p>

5.2.1	<p>Develop effective performance management arrangements through:</p> <ol style="list-style-type: none"> 1. regular auditing of performance information such as HCLIC 2. consistent application of appropriate quality assurance systems 3. benchmarking the range and success of activities in place to prevent homelessness with other local housing authorities. 4. monitoring and reporting on outcomes against each funding stream, including case studies in reporting. 5. carrying out cost benefit analysis of activity within each programme to test value for money 6. the use of peer review assessments. 7. Form a benchmarking club with like housing authorities, potentially BCP and Wiltshire to: <ul style="list-style-type: none"> • support the development of effective performance management • improvement • share staff training curriculum • external peer audit function for regular casework 	<p>Effective monitoring function on homelessness ICT system</p> <p>People: Local housing authorities, e.g. BCP and Wiltshire; Project manager homelessness and improvements; Service manager for homelessness prevention & housing advice; Homelessness team leaders; Corporate performance lead.</p>	<p>Change: add service manager - homelessness</p>	<p>place by April 2023</p>	
5.3.	<p>Maximise the productivity and effectiveness of operational resources.</p>	<p>Budget: Within existing resources</p>	<p>Service manager - homelessness</p>	<p>April 2022</p>	<p>Complete</p>
5.3.1	<p>Review all operational policies, procedures, and paperwork associated with administering the homelessness service from the perspective of the merged council services and the new duties arising from the HRA17.</p>	<p>People: Project manager homelessness & improvements; Homelessness officers; Housing allocations officers; Housing solutions lead; Service users.</p>			
5.3.2	<p>Develop a comprehensive training programme including:</p>	<p>Budget: Training budget; Officer time for training</p>			<p>Complete:</p>

	<p>11. induction for new homelessness and housing allocations staff,</p> <p>12. 12-month programme in housing and homelessness policy, practice, and law for those new to the housing service,</p> <p>13. regular refresher training for homelessness and allocations assessment officers</p> <p>14. additional regular training for all staff covering case law and other legislative updates training.</p> <p>15. best practice and new initiatives updates training</p> <p>16. ICT and monitoring systems training for all system users.</p> <p>17. Specialised training for those managing the monitoring and reporting of H-CLIC and other data to ensure that evidence is always accurate and current to provide for evidence-based decision making.</p> <p>18. Housing benefit regulations and practice annual update training from Housing Benefits Team.</p> <p>19. Internal training programme for internal services e.g., Adult and Children's Services</p> <p>20. Diversity and Inclusion training for housing staff</p> <p>with consideration of making some of the above training available to stakeholders and peers.</p>	<p>People: Service manager for homelessness prevention & housing advice; Homeless team leaders; Service manager for housing solutions; Housing benefits lead; Housing association lead; Adult services; Children's services; Service users; Diversity & Inclusion lead;</p> <p>Other materials: Access to specialist legal texts and case law updates</p>	<p>Service Manager for Housing Strategy</p> <p>Change to add: Service manager for homelessness</p>	<p>Programme in place March 2022</p>	
5.4	<p>Utilise feedback and consultation resources to help focus and refine activity that provides the most successful outcomes.</p>				
5.4.1	<p>Through the established homelessness forum, harness stakeholder enthusiasm and resources for tackling homelessness by carrying out cost benefit analyses and joint bidding for external funding.</p>	<p>Budget: within existing budget</p> <p>People: Elected members;</p>	<p>Service Manager for Housing Strategy & Performance</p>	<p>April 2023</p>	<p>Not started: First homelessness forum is</p>

5.4.2	<p>Seek out feedback from service users to ensure their knowledge helps to shape policy and practice.</p> <ol style="list-style-type: none"> 1. during the provision of the service at regular points such as initial assessment, placement in temporary accommodation etc. 2. through regular customer satisfaction consultation including an annual consultation exercise which includes stakeholders 3. through an annual event, at which users of homelessness services are invited to put questions to key decisions makers about what works well and what could work better during the provision of the service at regular points such as initial assessment, placement in temporary accommodation etc. 	<p>Service manager for homelessness prevention & housing advice; Homelessness forum; Adult services; Children services; Director of Public Health; Police and Crime Commissioner; Voluntary organisations; Youth offending team; Jobcentre Plus; Housing benefit administrators; NHS Trusts; Service users; Clinical Commissioning Group;</p> <p>Budget: Consultation budget required</p> <p>People: Lead Member for homelessness; Director of Housing; Service manager for housing strategy & performance; Service manager for homelessness prevention & housing advice;</p>	Project Manager for Homelessness & Improvements	<p>New completion date: 01.07.24</p> <p>Points 1 and 2 in place by July 2022 Point 3 planned for May 2023</p> <p>New completion date 31.3.24</p>	<p>scheduled for 2023. This work will commence after that.</p> <p>Underway:</p> <p>Phase 1 of project to review homeless service is complete including feedback from service users.</p> <p>Phase 2 of the project will commence July 2023 to implement identified process</p>
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5.4.3	Develop a process for feedback and complaints from service users to be cascaded to the homelessness and housing advice team. Consider any training needs or changes to processes if required.	<p>Service manager for housing solutions; Corporate consultation lead; Homelessness forum; Housing associations; Service users; People with lived experience of homelessness who are not service users;</p> <p>Budget: Training Budget People: Homeless team leaders; Housing allocations officer; Housing review & complaints officer; Corporate complaints lead; Homelessness forum.</p>	Service Manager for Housing Strategy & Performance	Training in Place December 2021	<p>and ICT enhancements.</p> <p>Phase 3 will establish points 2 & 3 to monitor customer satisfaction</p> <p>Complete: Senior Housing Review Officer collates and provides feedback and insights via Service Development Group – training requirements are identified and implemented by relevant service leads.</p>
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