

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

- a) Number/amount of pre-56 days early prevention activity (new local measure)
- b) Ratio or positive outcome duty ended prevention cases against all duty owed cases of families with children (Higher is good)
- c) Number of 'no duty owed' initial assessment outcomes (lower is positive)
- d) 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.				<p>Red = not started</p> <p>Yellow = underway</p> <p>Green = completed</p>
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 • regularly visiting foodbanks 	<p>Budget: Funding through future recommissioning of prevention services and uplift in MHCLG Homelessness Prevention Grant.</p> <p>IT: IT system to have progress measure a) added to integrated data collection, with reporting function.</p> <p>People: Strategic Housing Commissioning resources Dorset families Matter Homelessness Services Adult Services/ Supporting People Commissioning Officer Revenue and Benefits service lead Department for Work and Pensions local service lead Children's Social Services Primary and Secondary Schools</p>	Service Manager for Housing Strategy	<p>Programme of early prevention services ready for commissioning March 2025</p> <p>Services go-live October 2026</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
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.	<p>Housing associations NHS Trust Clinical Commissioning Group Other Public authorities Voluntary organisations</p> <p>Other materials: Training resources Printed and online Information Venues for training/promotion/information (e.g. foodbanks, sports clubs, etc.)</p> <p>Budget: Funding through future re-commissioning 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 Strategic Homeless Officer Schools/Teachers Homelessness Services officer(s)</p>	Service Manager for Housing Strategy	Material available by March 2025	
1.1.3	Teach homelessness awareness in primary and secondary schools, plus provide teaching resources and training for teachers to deliver within curriculum.	<p>Budget: Funding through future re-commissioning 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,</p>	Homeless Prevention and Housing Advice Manager	Teaching and training Programme approved by the Local Education Authority approved and ready to start at	

No.	Action	Resources Required	Lead Officer	Timescale	Progress
		as well as families at each stage of homelessness Education authority Strategic Homeless Officer Homelessness Services officer(s)		September 2026 term.	
1.2 1.2.1	Housing waiting list as early prevention tool. Ensure that 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 officers Housing registration/allocations officers Homelessness Service Team Leaders Strategic Housing Performance Officer	Service Manager for Housing Solutions	Plan and monitoring in place October 2021 First annual report due October 2022	
1.2.2	Identify through housing register applicants who are not eligible for housing association accommodation due to HA lettings policies and provide advice/prevention/relief support or signpost to other services.	People: Housing registration/allocations officers Housing officers Other materials: Housing Association Lettings Policies	Service Manager for Housing Solutions	Start date October 2021	

No.	Action	Resources Required	Lead Officer	Timescale	Progress
1.3	Maximise early referral opportunities.				
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 early opportunities to divert early homelessness prevention interventions.	Budget: within existing resources IT: simple analytical tool, e.g. spreadsheets People Strategic Housing Project Officer Homelessness Team Leaders Front Door programme Homelessness Forum	Service Manager for Homelessness & Housing Advice	Review and mapping complete December 2023 using two year's Data to October 2023	
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: Existing resources and potential funding opportunities People: Homelessness Team Leaders Public Health leads Adult Services leads NHS Mental Health Homeless Service NHS Mental Health and Substance misuse lead(s) Relevant commissioned service providers Police Probation Service Users	Service Manager for Homelessness & Housing Advice	Begin October 2021	

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

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.	Budget: Review within existing resources. People: Homelessness Team Leaders Homelessness Services front line staff Homelessness forum Service Users	Service Manager for Homelessness & Housing Advice	Review start September 2021	

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
2.2.2	<p>Capture all homelessness prevention outcomes achieved by all stakeholders, 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.)</p>	<p>Budget: Monitoring within existing resources. IT: possible adjustment to Housing software People: Local housing authority Homelessness Strategy Officer Homelessness Forum Integrated Prevention Services Commissioning Officer Public authorities Housing associations Voluntary organisations Service users</p>	Strategic Housing Manager	Review start September 21	
2.2.3	<p>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>	<p>Budget: Review within existing resources. People: Homelessness Team Leaders Strategic Homeless Officer Service Manager for Housing Strategy Homelessness Services front line staff Homelessness forum Service Users</p>	Service Manager for Homelessness & Housing Advice	Review start October 2022	

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
2.3	Using data from 2.1.1 and 2.1.2 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 Homelessness Service Manager and Team Leaders Homelessness forum Commissioned Services Homeless Strategic Officer Service users	Service Manager for Housing Strategy	1 December 2021	
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.	Budget: Within existing resources People: Service Manager for Housing Solutions Homelessness Officers Governors/Directors of prisons Youth offenders institute, secure training centre Probation Service Police Jobcentre Plus Voluntary organisations	Service Manager for Homelessness & Housing Advice	Complete March 2022	

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
2.3.3	<p>Review existing arrangements of the joint work to prevent care leavers and other young people 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 • Consider co-location opportunities to maximise benefit to service user 	<p>Private registered providers of social housing</p> <p>Budget: Review within existing resources IT: None People: Young Persons Homelessness Officer Homelessness Team Leaders Children’s Social Services Service Users Youth hub/advice and information centres</p>	Service Manager for Homelessness Prevention and Housing Advice	Completed by March 2022	
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>Budget: Within Existing Resources IT: Possible modification to housing Software People: Homelessness Team Leader Housing allocations Team Leader Armed Forces Covenant Lead Officer Royal British Legion Homelessness Forum Service Users</p>	Service Manager for Housing Strategy	Completed by March 2022	

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
2.3.5	Adopt a Homeless from Hospital Discharge Policy to prevent patients from becoming homeless when leaving hospital.	Budget: People: Homelessness Services Team Leaders Homeless Strategy Officer Adult Social Care – Homes First Occupational Therapy Lead NHS Hospitals Clinical Commissioning Group Housing Associations	Service Manager for Housing Strategy & Performance	Completed March 2022	
2.4	Evaluate and improve early warning systems used to prevent homelessness when tenancies are coming to an end. 2.4.1 Review social landlord activity against the Dorset Tenancy Strategy, then carry forward the findings to formulate a new tenancy strategy. 2.4.2 Develop an early warning system for tenancies coming to an end in a) the social sector and b) private sector	Budget: Within existing resources IT: Existing Dorset Home Choice and Housing Association Lettings IT People: Homelessness Team Leaders Service Manager for Housing Solutions Housing Strategy Officer Housing Associations Budget: To be assessed IT: To be assessed. Potential modifications to existing People: Dorset Landlord Local Authority Partnership (LLAP),	Service Manager for Housing Strategy & Performance Service Manager Homelessness Prevention & Housing Advice	New Tenancy Strategy in Place March 2023 Ongoing monitoring and annual review Complete March 2023	

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
		Chair of landlord forum Housing Associations Homelessness Forum Housing Benefits Manager Private Sector Housing Manager Housing Allocations officer Current and former Private and social tenants			
2.5	Improve understanding of local homelessness to encourage earlier approaches to homeless services in order 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 that appropriate services and accommodation are in place locally to support rough sleepers and reduce the transience of rough sleepers and help to prevent rough sleeping	Budget: Within existing budgets People: Homelessness forum Homeless Strategy Officer Homeless Team Leaders BCP and other neighbouring Councils homelessness leads Commissioned rough sleeper services Service users	Service Manager for Homelessness Prevention & Housing Advice	1 September 2021	
2.6	Better demonstrate the impact of social landlords on tackling homelessness				

No.	Action	Resources Required	Lead Officer	Timescale:	Progress
2.6.1	<p>Introduce a peer led benchmarking scheme for social landlords to evidence that 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 homelessness in complex cases 	<p>Budget: Within existing</p> <p>People:</p> <p>Corporate Director for Housing Housing Project & Policy Officer Housing Allocations Officer Service for Homelessness Prevention & Housing Advice Housing Benefits Manager Housing association directors Service users, including those on waiting list not yet tenants</p>	Service Manager for Strategic Housing & Performance	Completed April 2024	

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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: <ol style="list-style-type: none"> 1. increasing the supply of affordable housing, including one-bedroom accommodation suitable for single people with complex needs 2. maximise the potential of the PRS across Dorset 3. Bringing empty homes back into use 	Budget: Within existing resources People: Corporate Director of Housing Strategic Housing Team Private sector housing Officer Empty Homes Officer Homelessness Team Leader Planning Officers Housing associations Housing Developers Corporate property officer Housing benefits officers Service users	Service Manager for Housing Strategy	Housing Strategy adopted: September 2022	

No	Action	Resources Required	Lead Officer	Timescale:	Progress
3.2	Ensure all temporary accommodation 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.	Budget: MHCLG Next Steps Programme Fund; other to be identified IT: Temporary accommodation module integrated with homelessness system People: Service Manager for Housing Solutions Temporary Accommodation Officer Homelessness Team Temporary Accommodation providers Support providers Housing Benefits Officers Housing Standards lead officer Children's services Adult Services Housing associations Service users	Service Manager for Housing Strategy	Start September 2021	
3.2.2	Adopt a new temporary accommodation placement policy which includes information to the service user on costs of the accommodation, and the standards and the level of housing management and any support they can expect as early as possible.	Budget: Within Existing People: Homelessness Services TA placement officers	Service Manager for Housing Solutions	Policy in place September 2021	

No	Action	Resources Required	Lead Officer	Timescale:	Progress
		Temporary Accommodation Owners Housing Standards officer Housing Benefits Manager Service Users			
3.3 3.3.1	<p>Create a pre-tenancy accreditation award for homeless households in temporary accommodation.</p> <p>Develop a pre-tenancy training and qualification to equip households placed in temporary accommodation 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.</p>	<p>Budget: to be identified</p> <p>People: Homelessness Team Leaders Resettlement Officers Homeless Strategy Officer Service Manager for Housing Solutions Housing Associations Service Users Credit Union Landlords</p>	Service Manager for Housing Strategy	Available from October 2022	

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

- (a) Number of tenancies sustained for more than six months after homelessness
- (b) Number of cases of repeat homelessness
- (c) Number of relief cases
- (d) 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 supported housing needs and gap analysis, to better understand whether current provision reflects the needs of actual and potential users who are homeless or threatened with homelessness.	Budget: Within existing resources IT: Collection of H-CLIC style support data for wider groups, such as housing register applicants, as well as other agencies data. People: Strategic Housing Performance Officer Strategic Homeless Officer Adult Social Services Children's Social Services NHS CCG Housing Benefit Manager Supporting People Commissioning Officer Commissioned services	Service Manager for Housing	Complete by January 2022	

No	Action	Resources Required	Lead Officer	Timescale:	Progress
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, co-location or other partnership initiatives would improve performance and outcomes of these services.</p>	<p>Supported Housing Providers Housing Associations Homelessness Forum</p> <p>Budget: To be identified. Will include the cost of inspection training and potentially additional staff resources.</p> <p>People: Supporting People Commissioning Manager Housing Project Officer Strategic Homeless Officer Support Services Service Users</p>	<p>Service Manager for Housing Strategy/Commissioning Manager for Housing</p>	<p>Inspections Programme to complete March 2022</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: To be identified</p> <p>People: Homelessness Services Team Leaders Service Manager for Housing Solutions Strategic Homeless Officer Commissioned Service Manager Housing Benefits Manager Service Users</p>	<p>Strategic Housing Manager</p>	<p>Start April 2022</p>	

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

Progress measures: (a) Percentage of Council funds spent on homelessness; (b) Working days spent on receiving training.

- a) Percentage of Council funds spent on homelessness
- (b) Working days spent on receiving training.
- (c) Number of successful prevention cases
- (d) Number of relief cases
- (e) 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: To be identified People: Homelessness Team Leaders	Service Manager for Homelessness Prevent and Housing Advice	September 2021	
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: Housing Project Officer	Service Manager for Housing Strategy & Performance	September 2021	

No	Action	Resources Required	Lead Officer	Timescale:	Progress
5.2	Demonstrate effective, value for money, services delivered to a high standard.	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			
5.2.1	Develop effective performance management arrangements through: <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. 	Budget: To be identified IT: Effective monitoring function on homelessness ICT system People: Local Housing Authorities, e.g. BCP and Wiltshire Homeless Strategy Officer Service Manager for Homelessness Prevention & Housing Advice	Service Manager for Housing Strategy & Performance	All arrangements in place by April 2023	

No	Action	Resources Required	Lead Officer	Timescale:	Progress
	7. Form a benchmarking club with like housing authorities, potentially BCP and Wiltshire, to support the development of effective performance management and improvement and a shared staff training curriculum and external peer audit function for regular casework audits.	Homelessness Team Leaders Corporate Performance			
5.3	Maximise the productivity and effectiveness of operational resources.				
5.3.1	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.	Budget: Within existing resources People: Strategic Housing Project Officer Homelessness Officers Housing Allocations Officers Service Users	Service Manager for Homelessness Prevention & Housing Advice	April 2022	
5.3.2	Develop a comprehensive training programme including: <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 5. best practice and new initiatives updates training 6. ICT and monitoring systems training for all system users 	Budget: Training budget to be identified; Officer time for training People: Service Manager for Homelessness Prevention & Housing Advice Homeless Team Leaders Service Manager for Housing Solutions Housing Benefits Officer Housing Association Officer	Service Manager for Housing Strategy	Programme in place September 2021	

No	Action	Resources Required	Lead Officer	Timescale:	Progress
	<p>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.</p> <p>8. Housing benefit regulations and practice annual update training from Housing Benefits Team.</p> <p>with consideration of making some of the above training available to stakeholders and peers.</p>	<p>Service Users</p> <p>Other materials: Access to specialist legal texts and case law updates</p>			
<p>5.4</p> <p>5.4.1</p>	<p>Utilise feedback and consultation resources to help focus and refine activity that provides the most successful outcomes.</p> <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 Service Manager for Homelessness Prevention & Housing Advice Homelessness Forum Social Services Authority Children Services Director of Public Health Police and Crime Commissioner Voluntary organisations Youth offending team Jobcentre Plus Housing benefit administrators NHS Trusts</p>	<p>Service Manager for Housing Strategy</p>	<p>April 2023</p>	

No	Action	Resources Required	Lead Officer	Timescale:	Progress
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. 	<p>Service Users</p> <p>Budget: Consultation budget required amount to be identified</p> <p>People: Lead Member for Homelessness Director of Housing Service Manager for Housing Strategy Service Manager for Homelessness Prevention & Housing Advice Service Manager for Housing Solutions Corporate Consultation Officer Homelessness Forum Housing Associations Service Users People with lived experience of homelessness who are not service users</p>	Strategic Housing Project Officer	<p>Points 1 and 2 in place by July 2022 Point 3 planned for May 2023</p>	
5.4.3	<p>Develop a process for complaints from service users against homelessness services and stakeholder services to be used as training tool for all staff and publish the learning from this.</p>	<p>Budget: Training Budget</p> <p>People: Homeless Team Leaders Housing Allocations Officer Housing Review & Complaints Officer Corporate Complaints Officer Homelessness Forum</p>	Service Manager for Housing Strategy	Training in Place December 2021	

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