

REPORT TO: HOUSING, DUNDEE CONTRACT SERVICES AND  
ENVIRONMENT SERVICES COMMITTEE -  
23 JUNE 2008

REPORT ON: DUNDEE HOMELESSNESS STRATEGY 2008/2012

REPORT BY: DIRECTOR OF HOUSING

REPORT NO: 276-2008

1. **PURPOSE OF REPORT**

1.1. To seek approval of the Housing Department Homelessness Strategy 2008/2012.

2. **RECOMMENDATIONS**

It is recommended that Committee:

2.1. Approves the attached Homelessness Strategy 2008-2012.

2.2. Remit the Director of Housing to update the Homelessness Policy to reflect any changes required arising from Dundee's Homelessness Strategy 2008/12.

3. **FINANCIAL IMPLICATIONS**

3.1. All costs will be met from specific money for homelessness which is now contained within the Other Housing Budget:

4. **MAIN TEXT**

4.1. The City Council, together with a range of partner agencies in both the statutory and voluntary sectors, has been working together to develop the Homelessness Strategy for Dundee.

4.2. This Strategy sets out how the partners will work together to prevent homelessness occurring and what services we will provide to people who do find themselves homeless.

4.3. This Strategy has been completed in accordance with Guidance issued by the previous Scottish Executive (now Scottish Government). This requires that Strategies:

- Establish between partners a shared understanding of, and commitment to, the issues taking full account of the complex needs of homeless people, the priorities in addressing these issues and the way forward.

- Provide an agreed framework within which aims and objectives are set, options identified and appraised, progress is monitored, impact evaluated and resources/finances allocated.
- Be developed consistently with other appropriate thematic and service plans.
- Ensure that equal opportunities are implemented at each stage of the process and embrace diversity, being flexible and responding to the different needs and service requirements of people regardless of sex, race, colour, disability, age, creed, marital status, ethnic origin, sexual orientation or gender re-assignment.
- Make sure that the needs of children are considered during the formulation and implementation of policies to prevent and alleviate homelessness.
- Recognise the essential contribution to service development provided by consultation with homeless people and people who have experienced homelessness or who are at risk of homelessness.

4.4. The Housing (Scotland) Act 2001, and the Homelessness Etc. (Scotland) Act 2003, sets out a series of actions that are required to be taken by local authorities prior to the abolition of the priority need test by 2012. Prevention is, therefore, a vital element of this strategy to ensure that the Council meets its responsibilities detailed by statute.

4.5. By 2012, the removal of the priority need test and local connection, together with prospective changes to the duties for intentionally homeless households, mean that the Council will have responsibility for securing accommodation for all these households regardless of the circumstances.

4.6. The proposed Homelessness Strategy 2008-2012, aims to deliver or underpin the following objectives:

- Reduce the number of permanent housing arrangements which breakdown and result a homelessness presentation.
- Reduce homelessness presentations from those discharged from institutions.
- Put in place agreed multi agency outcomes, pathways and processes for those households who are homeless or at risk of homelessness.
- Improve the depth and breadth of the assessment of homeless households and those at risk of homelessness to encompass their full range of needs.
- Reduce the number of homeless households or household's threatened with homelessness with whom contact is lost.
- Re-align current temporary accommodation and associated services to diversify the range of services available so as to help meet the full range of needs amongst homeless households.
- Extend provision of housing with support suitable for those homeless households with particular needs.

- Ensure all homeless households have the choice to access educational, social, recreational and employment opportunities which are appropriate to their needs.
- Ensure that the information tools, systems and processes are in place to support the delivery and monitoring of the strategy.
- Consolidate the planning framework to enable partners and homeless households to shape the development of the strategy and to influence services.
- By 2012, have complied with the new duties arising from the Housing (Scotland) Act 2001, and the Homelessness Etc. (Scotland) Act 2003.

### **Homeless Policy**

- 4.7. The Ministerial Statement published in December 2005, addressed the progress Local Authorities were achieving for the abolition of the priority needs test by 2012. This statement also set an interim target of 2009 for Local Authorities to reduce by 50% their non-priority assessments. The baseline year for calculation of this target is 2003/04.
- 4.8. Dundee's approach to meet this statutory obligation is integrated in the Homelessness Strategy 2008/12.

Changes will be required to the existing homelessness policy and it is recommended that the Director of Housing be remitted to update the Homelessness Policy accordingly.

### **5. POLICY IMPLICATIONS**

- 5.1. This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti Poverty, Equality Impact Assessment and Risk Management.
- 5.2. A full equalities impact assessment of the Homelessness Strategy will be carried out. Should this impact assessment reveal equality issues a further report recommending remedial action will be brought forward to Committee.

### **6. CONSULTATION**

- 6.1. The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance), Head of Finance and all other Chief Officers have been consulted on this report.
- 6.2. Consultation with homeless households and providers of homeless, mainstream and specialist services have played a key role in shaping this strategy.

6.3. A Steering Group comprising representatives from the Council's Housing and Social Work Departments, NHS Tayside, Dundee Drug and Alcohol Action Team and local accommodation and support providers developed the strategy by participating in thematic work groups:

- Preventing Homelessness.
- Crisis Response.
- Achieving and maintaining permanent housing solutions.
- Planning, information and support.

6.4. A detailed list of all agencies who were invited to comment on drafts of the Homelessness Strategy 2008-2012, is listed at the end of the Strategy document.

## 7. **BACKGROUND PAPERS**

7.1. Key principles of a Homelessness Strategy, Scottish Government Guidance.

7.2. Dundee's Homelessness Strategy 2003-2006.

**ELAINE ZWIRLEIN**  
**DIRECTOR OF HOUSING**

**APRIL 2008**

# **Dundee Homelessness Strategy**

**2008 - 2012**

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## 1. FOREWORD

We are pleased to present Dundee City Council's Homelessness Strategy, covering the period 2008 – 2012. The strategy presents a comprehensive assessment of the primary issues affecting homeless people in our City and an overview of how a wide range of services are responding to their needs. Furthermore it sets out both a vision and practical steps to ensure The Council and our partners offer high quality and responsive services to homeless people and continue to meet current and future legal obligations.

The development of this strategy has been a model of collaboration. It began with intensive research involving a wide array of service providers and including nearly 40 service users. This led to an agreed understanding of local circumstances and of the strategic objectives that would frame the strategy as a whole. The final draft document was then endorsed by The Homelessness Co-ordinating Group, before being presented to Council for discussion and ratification.

Much has been achieved since our last Homelessness Strategy. For example, our relationship with Registered Social Landlords has strengthened and deepened. Increasingly The Council and RSL's are working together on Section 5 Referrals, leading to homeless people being offered a wider range of accommodation and ensuring that the pressures of re-housing are spread across all social housing providers. Another example of positive joint working is the partnership with local Housing Associations that has led to an additional 20 resettlement hostel spaces, as well as an additional 50 units of temporary accommodation. It is right and proper that the Action Plan's first strategic objective focuses on prevention of homelessness. For although one of the hardest challenges, achieving this goal will have profound benefits for individual clients and dramatically advance achievement of the strategy as a whole.

The voluntary sector continues to provide a wide range of specialist support services to homeless people and, when these are coupled with the endeavours of our colleagues in Health, Social Work and other statutory services, the picture is one of increased joint working. Nonetheless, we recognise that more can be done and improving the co-ordinated delivery of such services is another strategic objective.

As with Local Authorities throughout Scotland, the new legislative framework has led to increased demand for temporary accommodation. However, we have met this challenge through a managed expansion of dispersed or supported accommodation, whilst scaling back the use of Bed and Breakfast. Over the course of this strategy The Council will work closely with partner providers to ensure that homeless people are re-housed from temporary accommodation speedily and appropriately, including into more intensive care settings where this is necessary. A key step in achieving this will be to enhance individual needs assessments – building on the work already being done by projects such as the Homeless Health Outreach Team.

The abolition of the 'priority need' test by 2012, and the requirement to reduce the proportion of non-priority homeless persons assessments by 50% by 2009, will undoubtedly be major challenges, but they are ones that we will address. Although there is a specific strategic objective for this agenda, everything that is in the strategy will contribute to achievement of these targets.

We look forward to working with our partners to implement and resource this strategy.

Cllr Regan  
Housing Convenor

Cllr Keenan  
Leader of the Administration



## 2. INTRODUCTION

- 2.1. Following detailed research and discussion this Strategy has been jointly developed by Dundee City Council and its partners in the statutory and voluntary sectors. It set out how the partners will work together to reduce and alleviate homelessness in Dundee City over the period 2008 – 2012.

### The National Context

- 2.2. The Scottish Government has recently published *Firm Foundations: the future of housing in Scotland – a discussion document*<sup>1</sup>. This articulates a vision for housing in Scotland focussed on four key objectives:

- An increased supply of housing across all tenures, all of which is delivered on the basis of higher environmental and design standards.
- More choice of housing that those on lower incomes can afford.
- Housing developments that contribute to the creation of sustainable, mixed communities.
- Social housing that provides better value for public expenditure.

- 2.3. *Firm Foundations* both endorses much of the current legislative framework on homelessness and reiterates the intention to fulfil key objectives, such as abolition of the priority need test by 2012. However, it also proposes a greater role for the private rented sector in assisting local authorities to fulfil their duties. In addition there will be consultation on the regulations allowing local authorities more flexibility in discharging their homelessness duties. Dundee City Council therefore awaits these proposals with interest but recognises that existing duties and targets must remain at the forefront of our planning and delivery.

- 2.4. Government statements imply the provisions of the Housing (Scotland) Act 2001 and The Homelessness Etc (Scotland) Act 2003 will remain broadly intact over the period of this Strategy but that any legislative changes will be more permissive in how local authorities can fulfil existing duties. It is further assumed that the current Code of Guidance will continue to articulate Government policy on good practice. Nonetheless, if greater flexibility in methods of delivery and practice are to be encouraged, it is likely that the Code of Guidance will be a key document in setting out how this is to be achieved in practice.

- 2.5. The 2001 Act placed new responsibilities on local authorities to provide temporary accommodation for all those assessed as being homeless and extended the responsibilities of Registered Social Landlords (RSLs) in providing accommodation. The 2003 Act makes a number of further changes:

- Extension of the priority need categories and plans to ultimately abolish the priority need test
- Changes to the operation of the intentionally homeless test and the provision of

<sup>1</sup> *Firm Foundations: the future of housing in Scotland – a discussion document*, The Scottish Government, 2007.

- accommodation for intentionally homeless households
  - Details of what constitutes suitable accommodation for homeless households, particularly where children are involved.
- 2.6. The 2003 Act changes to the intentionality regime are not yet enacted, but will require local authorities to provide accommodation and support to those found as intentionally homeless. If enacted, local authorities will be obliged to secure accommodation and support for clients where no such legal obligation currently exists.
- 2.7. In December 2005, the *Ministerial Statement on the Abolition of Priority Need by 2012* set out a series of actions that local authorities and the then Scottish Executive would take, paving the way for the abolition of the priority need test by 2012. Although the timetable for all out abolition was set for 2012, the statement set out a wide range of interim measures and targets to progress this agenda. At this time, it is assumed the following targets remain the policy of the new Scottish Government.
- Local authorities to consider how they will reduce the proportion of non-priority assessments by 50% by 2009 through their local housing and homelessness strategies.
  - Local authorities to report progress against their homelessness strategies on an annual basis – including a report on progress against the 2009 target<sup>2</sup>.
- 2.8. The removal of the priority need test and local connection, together with prospective changes to the duties for intentionally homeless households, mean that the Council has responsibility for securing accommodation for all these households whatever the difficulties and challenges posed, or however many times they present, or the circumstances in which they lost their previous accommodation.
- 2.9. The previous Executive placed emphasis on a preventative approach to tackling homelessness. It is expected that the Scottish Government will continue this. Equally Dundee City Council and its partners see prevention as a vital element of their Homelessness Strategy and fundamental to reducing the burdens on the Council and its partners arising from the duties in the legislation. As part of this focus, the Code of Guidance makes clear that landlords are expected to ensure that their policies do not contribute unnecessarily to homelessness.

### **Development of the Homelessness Strategy**

- 2.10. This Strategy has been completed in accordance with Guidance issued by the previous Scottish Executive<sup>3</sup>. This requires that strategies:
- *Establish between partners a shared understanding of, and commitment to, the issues taking full account of the complex needs of homeless people, the priorities in addressing these issues and the way forward;*
  - *Provide an agreed framework within which aims and objectives are set, options identified and appraised, progress is monitored, impact evaluated and resources / finances allocated;*

<sup>2</sup> *Ministerial Statement on Abolition of Priority Need by 2012*, Scottish Executive, December 2005

<sup>3</sup> <http://www.scotland.gov.uk/Topics/Housing/homeless/H-M-G/codeofguidance>

- *Be developed consistently with other appropriate thematic and service plans;*
  - *Ensure that equal opportunities are implemented at each stage of the process and embrace diversity, being flexible and responding to the different needs and service requirements of people regardless of sex, race, colour, disability, age, creed, marital status, ethnic origin, sexual orientation or gender re-assignment;*
  - *Make sure that the needs of children are considered during the formulation and implementation of policies to prevent and alleviate homelessness.*
  - *Recognise the essential contribution to service development provided by consultation with homeless people and people who have experienced homelessness or who are at risk of homelessness.*<sup>4</sup>
- 2.11. Dundee City Council and its partners have worked hard both to understand the local causes of homelessness and to agree solutions that can be carried forward in a coherent fashion, recognising the contribution of a range of players within both the statutory, voluntary and private sectors. Importantly, the Strategy anticipates a strengthening of corporate working within the Council and closer ties with partners in the health sector.
- 2.12. A major study of single homelessness in Dundee was undertaken by housing consultants (Craigforth) on the Council's behalf, reporting in March 2007. Recently enhanced by additional work on the circumstances of other homeless client groups, especially families, this research has crystallised the local issues that the Strategy must address and informed the resultant strategic objectives. The findings of the research are summarised in section 5.
- 2.13. The research on single homelessness in Dundee involved substantial consultation with homeless households as well as with providers of homelessness services. The views of those who had experienced homelessness, and mainstream and specialist services, have played a key role in shaping the priorities within this Strategy.
- 2.14. Development of this Homelessness Strategy has been led by a Steering Group comprising representatives drawn from the Council's Housing and Social Work departments, NHS Tayside, Dundee Drug and Alcohol Action Team and local accommodation and support providers.
- 2.15. At the outset of the process, the Steering Group agreed the local causes of homelessness in the City and 11 strategic objectives, covering the main, broad areas in which change was required. Then, through themed workgroups, specific actions to deliver these strategic objectives were developed. The workgroup themes were:
- Preventing Homelessness
  - Crisis Response
  - Achieving & maintaining permanent housing solutions
  - Planning, information and support.

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<sup>4</sup> Section 1 Key Principles of a Homelessness Strategy, Scottish Government Guidance

### **3. STRATEGIC PLANNING FRAMEWORK**

- 3.1. This section details how the Homelessness Strategy fits with other relevant strategies. In this regard it should be noted that as relevant strategies are compiled on a rolling basis and to different timescales to the Homelessness Strategy, there is inevitably some disparity between past and current actions and priorities – these reflect changing circumstances.

#### **Community Planning**

- 3.2. Community Planning establishes the over arching framework within which all other strategy and planning work should operate. The Dundee Partnership's Community Plan 2005-2010 sets out the overall vision for the future of Dundee and includes a number of actions and targets specifically related to addressing homelessness and engaging homeless people<sup>5</sup>.
- 3.3. The actions previously identified in the Community Plan will require to be revisited in the light of this revised Strategy and the Council will look to the Dundee Partnership to reflect the Homelessness Strategy in objectives and actions in this area.

#### **The Local Housing Strategy**

- 3.4. The Local Housing Strategy is the key strategy in relation to homelessness; the Homelessness Strategy is expected to support and inform the LHS. The priorities and actions within this Strategy have yet to be incorporated within an updated version of the LHS, but actions already included will assist the delivery of the Strategy.
- 3.5. Amongst the key achievements or works in progress that have already been delivered have been:
- the opening of Burnside Mill with an additional 20 resettlement accommodation spaces
  - the refurbishment of The Lily Walker Centre to provide single person en-suite rooms for 26 direct access service users
  - Communities Scotland funding to set up 57 flats for homeless people
  - a joint venture between National Children's Homes (NCH) and the Council's anti-social and homelessness teams to provide mediation services for 16 and 17 year olds, and up to 25 where there is a vulnerability, who are homeless or at risk of becoming homeless
  - research into Alcohol Related Brain Damage
  - establishment of the Homeless and Health Outreach Team
  - the Housing Education for Youth (HEY! Dundee) project established as a curriculum activity in many of our secondary schools. This being a joint programme between the Council and partner agencies both voluntary and statutory.

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<sup>5</sup> Dundee Partnership Community Plan 2005 – 2010.

- 3.6. The Council's 2008 – 2012 Homelessness Strategy carries forward many of these achievements, as well as identifying a number of areas for new activity. As in the past, it is expected that this Strategy will form the basis of the Council's future Local Housing Strategy when this is published in 2009.

### **Supporting People**

- 3.7. The Council's Supporting People Strategic Plan for 2003 – 08 makes frequent links to the Homelessness Strategy and identifies how Supporting People commissioning can be used to assist not only the general 'population' of homeless households but also specific sub groups within that, such as women fleeing domestic abuse, ex offenders, those with mental health problems and people affected by substance misuse.
- 3.8. Of ten key objectives contained within the Supporting People Plan<sup>6</sup>, the following are of particular relevance to homeless households.
- Reduce the number of people becoming homeless on a recurring basis, including the breakdown of tenancies by preventing homelessness
  - Increase the use of mainstream services and facilities by vulnerable people in need of support
  - Ensure that support is provided in the home or appropriate setting for vulnerable people
  - Provide accommodation for homeless applicants and secure support where appropriate/relevant
- 3.9. The Supporting People Plan also notes the following shared strategic aims with the Homelessness Strategy of 2003 – 06.
- Develop responses based on comprehensive, joint or inclusive assessments of need
  - Maximise resources for homelessness projects in Dundee
  - Develop affordable, sustainable accommodation
  - Co-ordinate, increase and improve access to services for people who are homeless
  - Prevent homelessness through collaboration
  - Involve service users in consultation and service reviews.
- 3.10. The removal of ring fencing of the Supporting People funding in April 2008 raises important issues for the Council and its partners about the future use of this funding.

### **Health & Homelessness Action Plan**

- 3.11. The previous Health & Homelessness Action Plan Undertaken in 2001 is recognised to be in need of substantial update and revision. Over the last

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<sup>6</sup> Supporting People Strategic Plan, 2003-2008

year it was recognised by NHS Tayside that particular attention needed to be given to a number of specific objectives in relation to health and homelessness. In response, a new multi-agency group has been established to address these particular objectives and in addition will respond to the National Health and Homelessness Standards, ensure the assessment and commissioning of appropriate and responsive services in relation to homelessness and will ensure links and communication exists at an executive level across all organisations. Specific objectives will include ensuring:

- Appropriate local leadership in relation to homelessness
- A framework exists where improved health outcomes for homeless people are planned, delivered and sustained
- Where appropriate, dedicated services exist
- Up to date information, health intelligence and health needs assessments
- Work to alleviate and prevent homelessness
- Equitable access to a full range of health services. This would include:
  - Information on access
  - That being alcohol and drug free is not a pre-requisite of accessing services
  - Service planning takes into account literacy and numeracy
  - Appropriate evaluation of services
  - No one who is subject to a planned discharge is discharged into a situation of homelessness
  - Ensuring front line staff have the skills and knowledge to assist homeless people
- The targeting of 'at risk groups' such as looked after children, prisoners, clients with drug and alcohol problems, those at risk of domestic abuse

3.12. NHS Tayside recognises the importance of the links between health and homelessness and has made important contributions to addressing the health needs of homeless households through initiatives such as the Health and Homelessness Outreach Team.

3.13. In 2004 Dundee LHCC/CHP undertook a health needs assessment, entitled 'Not Just a Housing Problem' which highlighted the following issues:

- High rates of physical illness; chronic disease, mental health problems
- Poor nutrition; poor oral health; smoking, substance misuse
- Adverse life events
- Difficulty in accessing services
- Poor staff attitudes

In response a dedicated Health and Homeless Outreach Team was established.

## 4. THE LOCAL CONTEXT

- 4.1. This section provides a brief description of the socio economic and housing characteristics of Dundee, by way of context for the examination of homelessness. It draws upon the Council's Local Housing Strategy 2004 – 2009, the 2001 Census and other up-to-date sources where these are available. The Council has recently commissioned a housing needs assessment which will provide a current assessment of overall housing need in the city; this may identify issues which will require a modification of the Homelessness Strategy.

### **Socio – Economic Issues**

#### ***Population***

- 4.2. At the last Census (2001) the population of Dundee stood at 145,663, a decline of 2.7% on that of 1991. The Council's Local Housing Strategy 2004 – 2009 anticipates that population decline may continue and reduce demand for housing in general.
- 4.3. Although the City's age distribution is similar to the Scottish average, a notable exception is in the 20 -24 age range, attributable to Dundee's status as a University Town. The 65+ age group is projected to grow from 18% in 2004 to 23% in 2024. Conversely, the 16-29 years age band is projected to remain relatively steady at around 22% until 2024, when it is expected to fall slightly<sup>7</sup>.

#### ***The Economy***

- 4.4. The 2001 Census found the unemployment rate in Dundee was 5.36%, well above the national average of 3.97%. Wages are 2.2% below the Scottish average and the welfare benefit claimant rate remains above the Scottish average<sup>8</sup>. The Local Housing Strategy identified that 62% of households renting in the City were in receipt of Housing Benefit.
- 4.5. The City continues to have high levels of deprivation, with thirty percent of Scotland's 15% most deprived communities being in the City<sup>9</sup>. Many of the communities affected are in social housing schemes with long histories of deprivation, but deprivation is also evident within inner city tenement stock, where tenure is more mixed.
- 4.6. However overall there are signs of economic revival. The number of jobs in the city increased from 75,232 in 1997 to 83,790 in 2006 (11.4% increase)<sup>10</sup> with science, digital media and customer services leading the way. In recent times earnings growth in Dundee has surpassed the Scottish average, as wages begin to catch up with the rest of the country.

<sup>7</sup> Dundee City Council Local Housing Strategy 2004 – 09.

<sup>8</sup> Dundee City Council Plan 2007 – 2011

<sup>9</sup> Scottish Index of Multiple Deprivation 2006.

<sup>10</sup> Dundee City Council Plan 2007 – 2011.

### **Health**

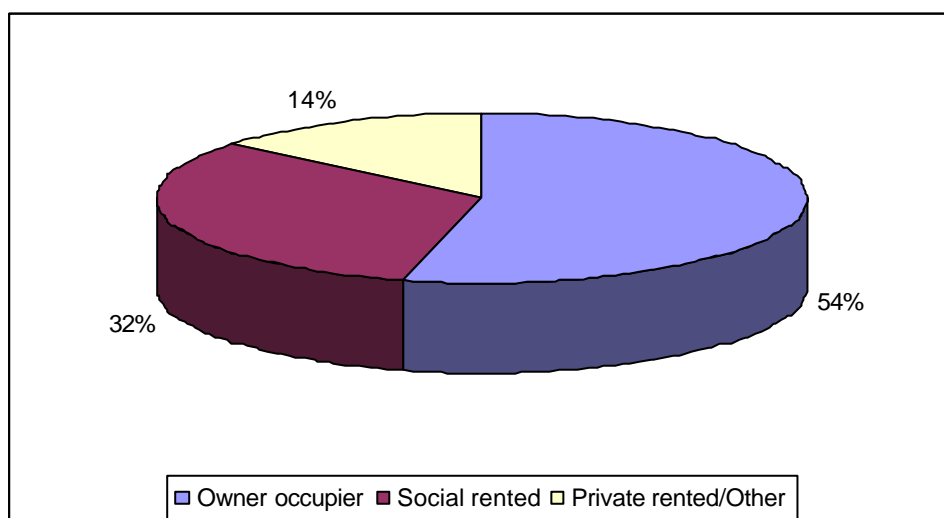
- 4.7. The Census recorded health as poorer than the Scottish average.
- 11% of the population were recorded as having 'not good' health compared to the Scottish average of 10%
  - There were higher levels of limiting long term illness – 22% compared to the average of 20%.
- 4.8. This is likely to reflect the relatively high levels of deprivation within the city.

### **The Housing System**

#### **Housing tenure**

- 4.9. In 2005/06, just over half (54%) of homes were within the owner occupied sector. The social rented sector in Dundee, at around a third (32%) of all homes, was considerably larger than the Scottish average of a quarter of homes (25%) . Around 14% or 1 in 8 households live within privately rented or other tenures, above the national average.

**Dundee Current Housing Supply by Tenure**



Source: Scottish Household Survey 2005/06

- 4.10. In spite of a significant and ongoing programme of demolitions the Council remains the primary social landlord, with in excess of 13,500 homes. The remainder of the social rented stock is provided by a range of locally based and national housing associations. The 3 largest housing associations are Hillcrest Housing Association with 2,225 properties, Abertay Housing Association with 1,770 properties, and Home Scotland with 1,385 properties in Dundee.

#### **Regeneration of the housing stock**

- 4.11. According to the 2005 local housing need and affordability model for Scotland, Dundee Housing Market Area has a net need within the social rented sector of -2.6%. This equates to a surplus of over 500 properties.



- 4.12. The Local Housing Strategy for Dundee 2004-2009 sets out plans to regenerate the city through a process of demolitions and new build. 1,458 surplus houses will be demolished following re-housing of the remaining tenants. Agreement has been reached with the Housing and Regeneration Directorate within the Scottish Government to set an annual target of 200 new build affordable houses for the city for the foreseeable future. This will assist with the re-provisioning programme.
- 4.13. It is also expected that there will be new building within the owner occupied sector of 3,795 properties by 2010.
- 4.14. This process of demolition and construction puts added pressure on the current housing market in the short term, but in the long term will lead to improved quality of housing stock.

### **Key Housing Issues**

- 4.15. Key housing issues identified by The Local Housing Strategy and of particular relevance to the Homelessness Strategy are the following:
- There is a need for continued development to replace poor quality stock in the social rented sector.
  - Although over 1,936 Council properties are already planned for future demolitions, more demolitions are expected to be required.
  - Population decline may continue and reduce demand for housing in general.
  - Low wage levels and unemployment allied to a rise in owner occupation point to many people in marginal home ownership and properties at risk of disrepair.
  - There is a need to meet housing aspirations by reducing the proportion of flats in the housing stock.
  - An ageing population will require homes which are easy to maintain and heat that are within reach of other amenities.
  - An increasing proportion of older people will require additional disabled adaptations, support and care services.
  - Social housing rents need to be kept to affordable levels.
  - Investment requirements in the Council sector are significant. For the 2004-2007 period these were calculated as £53,763,000.

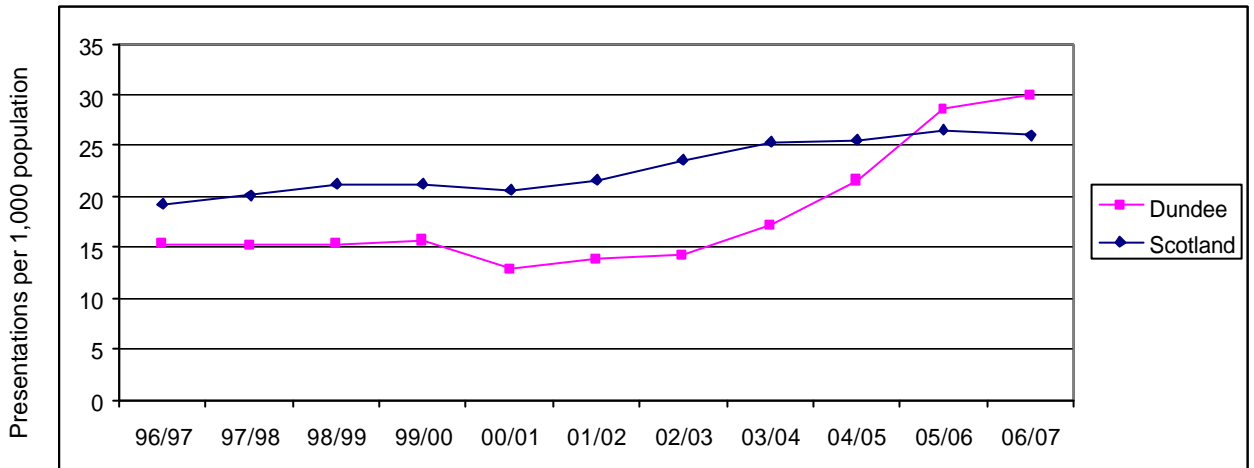
**5. PROFILE OF HOMELESSNESS IN DUNDEE**

5.1. This section looks at the profile of homelessness in Dundee and summarises the needs assessment research and service provision in the City. The information set out here has informed the development of the Strategy and Action Plan set out in chapter 8.

**Trends in presentations from homeless people**

5.2. Historically Dundee has had a lower rate of homeless presentations than the national average. In recent years this has changed, with the rate of presentations rising faster in Dundee than elsewhere in Scotland. In 2005/06 the rate of presentation exceeded the national average for the first time in this period. In 2006/07 the rate continued to rise in Dundee while the rate in Scotland overall fell slightly.

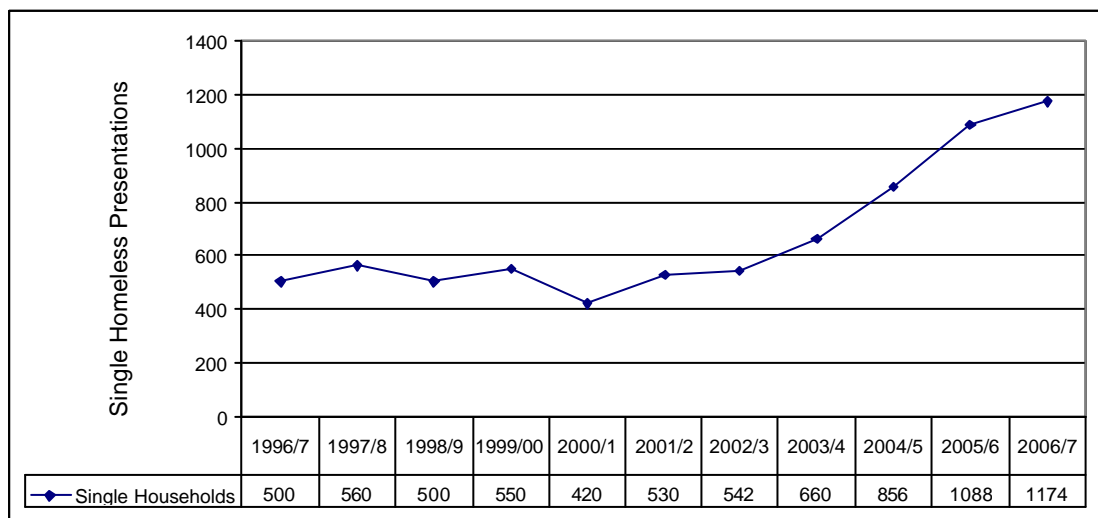
**Presentation Rates for All Households (1996 – 2007)**



Source: Dundee City Council HL1 Returns, Statistical Bulletin Housing Series, October 2007

5.3. This rise has been fuelled by the rise in presentations from single people.

**Single Households Presentations in Dundee 1995/96 to 2006/07**



Source: Dundee City Council HL1 Returns, Statistical Bulletin Housing Series, October 2007

- 5.4. Those working in the field identified that rising numbers have been accompanied by an increase in complex needs, especially amongst single people, where chaotic behaviour can be linked to drug and/or alcohol use.

**Recorded Reasons for Homelessness:**

- 5.5. The table below sets out the most immediate reason for homelessness amongst those presenting to the Council. However, caution is required when interpreting, as until recently HL1 data has only recorded one reason, whereas in reality many cases will be complex and have historic as well as immediate causes.

**Reasons for Homelessness in Dundee 2006/07**

Reason	All Households		Single Person	
	Dundee City	Scotland	Dundee City	Scotland
No longer able to accommodate	36%	37%	42%	44%
Domestic dispute	24%	23%	20%	19%
Loss of social sector tenancy	4%	4%	3%	4%
Loss of private sector tenancy	14%	8%	8%	6%
Loss of owned property	1%	1%	1%	1%
Discharged from institution	10%	5%	16%	7%
Harassment	3%	7%	2%	5%
Not reasonable to continue	1%	0%	0%	0%
Other	8%	15%	8%	14%
Total	100%	100%	100%	100%
Base	2,064	59,096	1,174	36,068

Source: Dundee City Council HL1 Returns, Statistical Bulletin Housing Series, October 2007

***Relationship breakdown***

- 5.6. What can broadly be described as ‘relationship breakdown’ (‘no longer able to accommodate’ and ‘domestic dispute’) is identified as the most immediate reason for almost 3 out of 5 presenting cases - 60% of all households and 62% of single households.
- 5.7. Considering homelessness in terms of relationship breakdown can be useful, not least because it implies increased vulnerability arising from the withdrawal of previous family or social support. Common reasons for relationship breakdown include children leaving the parental home after arguments, or the break up of married or co-habiting couples, but reasons may be more complex and hide wider issues – including abuse, addictions, offending behaviour and mental health problems.

***Discharged from institution***

- 5.8. Dundee has significantly higher level of presentations from those discharged from institutions, especially prison: presentations are mainly from single households. The reasons for this appear in part to reflect the relatively high level of services within Dundee for those released from prison: former offenders are likely to be drawn into the city to access these services.
- 5.9. Analysis of the statistics shows that those leaving institutions are particularly vulnerable to losing contact, rough sleeping and failing to find sustainable

accommodation. This in turn has a link to high levels of repeat presentation amongst this client group. There is evidence that for some a complex interplay of substance misuse and / or mental health problems, offending behaviour and disengagement from services can undermine efforts to secure or maintain permanent solutions.

- 5.10. The issues and needs of offenders has been recognised by the CJS Resettlement Teams who are currently working on an Innovation Project to address these issues. In addition there is work ongoing on the development of a protocol in relation to discharge from Perth Prison, with partners in Angus and Perth & Kinross Councils.

**Loss of tenancy**

- 5.11. This is identified as a significant reason for homelessness amongst nearly one in 5 households. The figures would suggest it is more of an issue for families and couples in the private sector than the social sector. Overall households in Dundee City were nearly twice as likely to indicate loss of private tenancy (14% of all presentations) than loss of social sector tenancy (8%).

**Vulnerability Factors**

- 5.12. For those identified as having a priority need for accommodation, most were assessed as priority because of dependent children (42%), with a further 6% having priority because of pregnancy. It is important to note that many of these families are likely to have other needs and ‘vulnerabilities’.

**Category of Priority Need in Dundee 2006/07**

Category of Priority Need	2006/07	
	All Households	Single Person
With dependent children	42%	0%
Member pregnant	6%	10%
Old age	4%	7%
Mental illness	7%	13%
Learning disability	1%	1%
Physical disability	2%	4%
Medical condition	2%	5%
Substance Misuse <sup>11</sup>	3%	6%
Under 21 previously looked after	1%	2%
Young person(s) aged 16-17 years old	8%	17%
Young person(s)-not categorised as above	0%	1%
Fleeing domestic violence or abuse	19%	23%
Discharged from institution, including hospital or prison	5%	10%
Emergency (fire, flood, storm etc.)	1%	2%
Other	1%	2%
Base	660	278

Source: Dundee City Council HL1 returns 2006/07

<sup>11</sup> Identified as ‘drink/drug problem within the statistical return made for homelessness

- 5.13. Analysis of recorded vulnerabilities amongst single people shows important differences to those amongst households as a whole discharged from institution (10% compared to 5% for all households)
- Mental illness (13% compared with 7% for all households)
  - Physical disability (4% compared to 2% for all households)
  - Medical condition (5% compared to 2%)
  - Substance Misuse (6% compared to 3%)
  - Young person aged 16-17 years (17% compared to 8%)

### Assessment

- 5.14. In terms of assessment, Dundee has a very different profile from Scotland overall, accepting a much lower proportion of those who present as homeless. In Dundee this proportion was 53% in 2006/07: this compares to 70% in Scotland.

#### Assessment Decisions for All Households 2003/04 to 2006/2007

	2003/2004	2004/2005	2005/2006	2006/2007
All Priority Homeless	41%	37%	46%	40%
Homeless/potentially homeless Non-Priority	6%	4%	8%	13%
<b>Total Assessed as homeless</b>	<b>47%</b>	<b>41%</b>	<b>54%</b>	<b>53%</b>
Not homeless/ potentially homeless	3%	1%	1%	1%
Lost Contact	28%	34%	26%	31%
Resolved before Assessment	22%	24%	19%	15%
	1,153	1,328	1,822	1,651

Source: Dundee City Council HL1 Returns

- 5.15. However, these figures are skewed by the much higher proportion of presenters with whom contact is lost (31% compared to 13% for Scotland) and cases recorded as homelessness resolved before assessment (15% compared to 7% for Scotland). It would seem logical to conclude that lost contact cases are at least **potentially** homeless – that their current housing circumstances were sufficiently unsatisfactory that they needed to present to the council. To this extent these cases are important for understanding the scale of homelessness.
- 5.16. With the proposals to abolish the priority need test by 2012, it becomes important to consider the households who were assessed as not in priority need. In Dundee non priority cases represented 13% of all assessments. This has been increasing as a proportion of all homeless cases over the last 3 years, and represents a key challenge to the City in reaching the 2009 target of a 50% reduction of non priority need assessments and the 2012 target for the abolition of the priority need test.

### **Services for Homeless People in Dundee**

- 5.17. Dundee has a wide range of services which are relevant to homeless people. A total of 69 services of particular relevance to homeless households were identified during the needs assessment research. Of these, 23 services were confirmed as solely for homeless people.

### ***Assessment of homeless people***

- 5.18. The Council's aim is that all homeless people should be routed to, and assessed by, the Lily Walker Centre. The evidence is that overall this is occurring; although there are concerns about the impact of current and growing demand on the assessment service.

### ***Temporary accommodation and targeted support services***

- 5.19. Of those services targeted for homeless people, 17 services delivered by 9 providers are focussed on the provision of accommodation that is intended to be temporary, – direct access hostels, resettlement units, and furnished flats. The support provided in these locations, although essential, is at a relatively low level.
- 5.20. The voluntary sector provides roughly half of the temporary accommodation for single homeless people and all of the more intensively supported accommodation. With the exception of Women's Aid and some leased RSL provision, the voluntary sector provides limited temporary accommodation to homeless families.
- 5.21. The majority of the Council's temporary accommodation is in furnished network flats – this is focussed on those who are being assessed or re-housed under the legislation. Dundee City Council provides the majority of temporary accommodation for homeless families and roughly a quarter of the temporary accommodation for single homeless people.
- 5.22. In addition to housing officer support offered to those temporarily accommodated by the Council, there are visiting support services targeted solely on homeless people. The Cyrenians' operate an outreach and resettlement service tied into the rent deposit guarantee scheme. Positive Steps and NCH also provide floating housing support.
- 5.23. Other services deliver a range of activities, including health assessment and referral, housing advice, a rent deposit scheme and soup kitchens. With the exception of the Homeless Health Outreach Team (NHS Tayside), the voluntary sector provides all other floating support and miscellaneous services.
- 5.24. Although the profile varied from service to service the majority of clients were men, with the 25 to 44 age range being the most prevalent.

### ***Other services for homeless households***

- 5.25. Thirty three (33) services across Dundee reported that homelessness was not their primary focus, but that they were involved in providing support to homeless people, or those who were at risk of homelessness. Some of the

services were for particular client groups, such as those with substance misuse problems or with mental health problems. However, it should be noted that many mainstream services (e.g. GPs) also play an important role above and beyond the services identified.

5.26. Of the 33 services identified;

- Nineteen (19) relevant health services were run by 12 providers
- Three services were aimed at offenders or ex-offenders
- Three services were exclusively for young people
- Six tenancy services assisted a range of clients, including those who have been previously homeless or are threatened with homelessness<sup>12</sup>.

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<sup>12</sup> For a detailed description of services for single homeless people see the Review of Single Homelessness produced for Dundee City Council by Craigforth, 2007.

## **6. FACTORS AFFECTING HOMELESSNESS IN DUNDEE**

- 6.1. The Steering Group charged with developing the City's Homelessness Strategy identified the following as the main factors affecting the level and profile of homelessness in Dundee.

### **Housing Supply Issues**

- 6.2. Obligations to house, either on a temporary or permanent basis, an increasing number of households found to be homeless have put pressures on housing supply in the social rented sector.
- 6.3. High levels of refusals of offers, amongst both homeless and mainstream waiting list applicants, suggests an imbalance between people's aspirations and the quality and type of housing available in some areas of Dundee.
- 6.4. There are also suggestions that the competition for private rented sector provision from the growing population of students in parts of the city may be pushing up rents beyond the reach of homeless households and those at risk of homelessness.

### **Focus on Prevention**

- 6.5. The research informing this strategy identified a number of areas where further steps could be taken to promote the prevention of homelessness. If successful, these should help to curb the rising trend in presentations.
- 6.6. More information and advice on housing and related options, which might prevent homelessness or lead to more sustainable solutions is required.
- 6.7. There appears to be scope to take more proactive measures in relation to prevention of homelessness for those living in the private rented sector, which accounts for the greatest proportion of those whose reason for homelessness is loss of tenancy.
- 6.8. Mainstream related services in social work and health do not systematically identify or prioritise homeless households when delivering their services. Consequently, the wider support needs of some homeless households, or those at risk of homelessness, may not be assessed and addressed effectively.
- 6.9. There is tension between policy and practice for the local authority housing management service and the objectives for preventing and addressing homelessness. This applies in particular to debt management, anti-social behaviour and voids control, where achieving housing management objectives may result in action being taken which may, directly or indirectly, result in homelessness. There are already moves towards prevention and this has been recognised by the Housing Department restructure in 2007.
- 6.10. Prevention has been addressed in the new Rent Recovery Centres operations where referral to the Housing Support Team and to Social Work is required to be evidenced in any recovery action.



- 6.11. There was less evidence of issues in relation to evictions from RSLs, but a need recognised amongst partners to explore in more detail the role played by RSLs in helping to prevent homelessness.

### **Assessment of Needs**

- 6.12. A number of issues have been identified regarding the current homelessness assessment process. Assessments have been identified as more complex and a broader skills base is required. The skills base of the homeless assessment staff in housing are no longer sufficient and they could benefit from additional input from those qualified in health and social care. Consequently, underlying problems of presenting households may not be being identified and this may lead to problems sustaining tenancies or initiating and maintaining contact with services.
- 6.13. There are high levels of lost contacts during the assessment process and the operations of the Homeless Services Unit and Lettings are being reviewed to address 'lost contacts' and improve case management.
- 6.14. Connection with the Single Shared Assessment (SSA) operated by Social Work and Health is limited: where the SSA is used in relation to homeless applicants there can be problems with related IT and paper based systems, limiting the ability to share information between the services.
- 6.15. For applicants, there is a lack of continuity of support staff between assessment, temporary accommodation, re-housing and resettlement stages. There needs to be a greater emphasis on a managed handover between services, so as to minimise disruption and maximise the potential for achieving sustainable housing arrangements.

### **Temporary Accommodation**

- 6.16. Dundee has experienced an increase in demand for temporary accommodation arising from the growth in homelessness and the greater responsibilities introduced by the 2001 Act to provide at least temporary accommodation for all households found to be homeless. In response a number of steps have been, and are being, taken to increase or diversify the supply of temporary accommodation:
- The Lily Walker Centre has just been remodelled to solely accommodate single people and couples; 26 spaces - 3 adapted flats for wheelchair users.
  - There has been steady growth in 'network' flats with 15 further furnished network flats planned, using Communities Scotland grant funding. The number of flats commissioned from RSLs by the Council has grown to 14.
  - A partnership with Hillcrest has led to an additional 14 dispersed units
  - Red Admiral Court (a Council / Hillcrest venture) opened in September, providing 3 bedsits, 20 x 2 apt and 3 x 4 apt properties.
  - Planning permission has been achieved for a development for supervised family accommodation of 8 x 3 apt and 2 x 4apt properties. It is estimated this will come on stream in late 2009.
  - 10 flats are planned with NCH.
- 6.17. As a result of these actions, the use of Bed and Breakfast has been significantly reduced. Nonetheless, as with most local authorities, meeting obligations to provide temporary accommodation to homeless applicants

remains an ongoing challenge. With rising numbers of applications, the supply of temporary accommodation requires to be kept under constant review.

- 6.18. The needs assessment research found that bottle-necking has been an issue. However, a number of projects have been introduced which are successfully addressing this issue. There are also a number of projects and initiatives ongoing which will ensure bottle-necking does not re-occur and clients are moved on to appropriate accommodation with a suitable support package if required.
- 6.19. There are important tensions to be recognised in ensuring an adequate supply of temporary accommodation and not unduly depleting the supply of housing available for permanent let. However, the Council and partners RSLs are likely to face increasing pressures on temporary accommodation as a result of the removal of the priority need test.

### **Support Needs**

- 6.20. As earlier identified, many homeless people have needs that go beyond the provision of appropriate accommodation. They may have other health, wellbeing or social care support needs arising from mental health problems, substance misuse issues, threatened and actual violence, actual/potential physical/verbal aggression, and limited skills. Increasingly there is a recognition that providing a sustainable approach to homelessness requires individual needs to be comprehensively assessed and appropriate support put in place.
- 6.21. Current pressures and service design means that there is a need to enhance the assessment process, strengthen referral pathways and increase the range and co-ordination of services for those with complex needs – especially for those with substance misuse issues or who are high risk sex offenders.
- 6.22. There can be issues with accessing psychiatric services. Current community services prioritise those that have a severe and enduring mental health problem and who engage with these services effectively. This means that those that have mild to moderate mental health/multiple complex needs/problems, or who do not/ are unable to engage, have greater difficulty receiving a service.
- 6.23. Service providers broadly agree that those who have substance misuse issues have more difficulty initiating/accessing services, more difficulty maintaining their engagement and consequently more difficulty staying in services. As a result there is a need to review service provision / models for these groups. The motivation of individual clients is vital and practical steps can be taken by service providers to encourage self esteem and the taking of responsibility. But increasing co-ordination and appropriate information sharing between relevant services will also be beneficial.
- 6.24. Furthermore there is a need to increase low level practical support to vulnerable households, particularly young tenants.

**Discharge from Institutions**

- 6.25. Although the Social Work Department's former offender resettlement teams are having a positive impact, there are continuing concerns regarding the loss of tenancies during short periods of imprisonment. This appears to be partly caused by a lack of appropriate advice on tenancy issues and poor information sharing between services.
- 6.26. Although protocols are in place with NHS Tayside, there are also continuing issues of insufficient co-ordination of arrangements to support those being discharged following short hospital stays.

**Ethnic Minorities**

- 6.27. The needs assessment found only limited evidence of services, in general, being promoted to ethnic minorities. Dundee has a higher than average proportion of its population coming from ethnic minorities; discussion around the development of this Strategy identified concerns amongst a number of services that those from ethnic minorities were under-represented across a number of services.

**Partnerships between Services**

- 6.28. The majority of service providers report that joint working between services and across sectors has improved in recent years. However, there is limited recognition that homelessness is often a symptom of other needs that require the support of additional services. As a result there is a lack of ownership of homeless issues outwith housing services and a failure to fully appreciate that tackling homelessness will reap direct benefits for these other services, by providing the stability required for the client to make progress.
- 6.29. At a strategic level within the City there is an increasing focus on managed Care Pathways - that crystallise the roles and responsibilities of services to clients and referring agencies. These provide a structured framework for care delivery and are a tool for systematic action to ensure continuous improvements in care. This supports the development of collaborative working with service users and informal carers based around identified need. It will be important to ensure that these positive developments take account of the support needs of homeless people and the particular communication and engagement issues arising with those who have chaotic lifestyles and are highly mobile.

## 7. THE STRATEGY

- 7.1. This section sets out the strategic objectives of the Strategy and summaries how the aims and objectives will be achieved. A detailed Action Plan follows, identifying actions, outcomes, and timescales.

### Strategic Objectives

- 7.2. Following on from needs assessment research and discussion of the causes of homelessness in Dundee the Homeless Strategy Steering Group adopted the following Strategic Objectives, clustering them under five themes – prevention, crisis response, re-settlement, planning, information & support and abolition of the priority needs test.

#### *Prevention*

**Strategic Objective 1** - By April 2011 reduce by 20% the number of permanent housing arrangements which break down and result in a homelessness presentation

**Strategic Objective 2** - By May 2010 reduce by 75% homelessness presentations from those discharged from institutions

**Strategic Objective 3** - By April 2012 put in place agreed multi-agency outcomes, pathways and processes for those households who are homeless or at risk of homelessness

- 7.3. A focus on prevention is a key aim of this Strategy. The Council and its partners plan a substantial agenda of change to shift the emphasis of its activity towards prevention in relation to households at risk of homelessness. This includes actions across the tenures, to avoid wherever possible the loss of existing accommodation by providing intensive support, the offer of mediation and targeting housing management services to those who are assessed as vulnerable. Effective joint working is also key to preventing homelessness and a number of the actions focus on achieving these improvements.
- 7.4. Dundee has a particular issue with presentations from those who are being discharged from institutions and hence one of the strategic objectives in this section is to find ways to reduce this. The approach set out in the Action Plan involves establishing arrangements wherever possible for households leaving institutions to be routed through mainstream services rather than homelessness. In addition, review, revision and monitoring of protocols with other agencies will be undertaken.
- 7.5. The longer term aim in relation to joint working with partner services is to move to establish shared outcomes, standards and pathways for all households who are vulnerable, whether or not they have an immediate risk of homelessness. This approach recognises the growing overlap between those who present as homeless and clients of other services, particularly the Drug and Alcohol Action Team (DAAT), Health & Homeless Outreach Team (HHOT), specialist substance misuse and Criminal Justice services.

### ***Crisis Response***

**Strategic Objective 4** - By September 2008 improve the depth and breadth of the assessment of homeless households and those at risk of homelessness to encompass their full range of needs

**Strategic Objective 5** – By April 2010, reduce by 20% the number of homeless households or households threatened with homelessness with whom contact is lost

**Strategic Objective 6** – By September 2009, re-align current temporary accommodation and associated services to diversify the range of services available so as to help meet the full range of needs amongst homeless households

- 7.6. The key priority in relation to those households who do present as homeless is to improve the assessment of their needs so that this encompasses all of their needs, not simply housing. This is in recognition of the growing evidence that homelessness is often a 'symptom' of much more complex and wide ranging needs; the solution to these needs therefore must address more than just a need for accommodation. Our plan here is to introduce as soon as possible a multi agency assessment team. Staff training (especially in relation to roles and responsibilities) is also a key component here.
- 7.7. Dundee loses contact with a relatively high proportion of those who present to the homeless service, at nearly a third of all presentations. The evidence of recent research shows that these are mainly single households and many appear to have a complex set of needs – there are higher levels of repeat presentation, of those whose reason is discharge from prison, and of rough sleeping amongst those with whom contact is lost. Improvements to the assessment of needs will help develop an understanding of the unmet needs of this group, but in addition actions in the Strategy focus on finding ways to maintain contact. Partner agencies also report that they have difficulties in maintaining contact with certain clients and improved information sharing and collaboration is planned.
- 7.8. A number of issues and difficulties in relation to the current provision of temporary accommodation were identified in the review of single homelessness, with questions about the overall number of places available and evidence of bottlenecking, in part because of a lack of suitable permanent accommodation for those requiring housing with integral support. The Council and its partners are keen to avoid further extension of temporary accommodation, both because of its negative impact on the households and the reduction in the supply of social housing to provide permanent accommodation. The emphasis in the Strategy is on prevention and for those households who become homeless on making better use of existing temporary accommodation solutions. If these actions are successful, the Council and its partners are confident that the current supply of temporary accommodation will be sufficient. In recognition, though, that it will take time for the impact of these other actions to take effect, there will be close monitoring of the situation so as to identify any increasing pressures on temporary accommodation. Remedial action will then be taken.

### ***Achieving & Maintaining Permanent Housing Solutions***

**Strategic Objective 7** - Extend provision of housing with support suitable for those homeless households with particular needs by April 2010

**Strategic Objective 8** - Ensure all homeless households have the choice to access educational, social, recreational and employment opportunities which are appropriate to their needs by September 2010

- 7.9. Linked to the issues identified about a lack of alternative permanent accommodation for those households with particular needs taking up places in temporary accommodation, the actions here focus on extending the supply of supported accommodation. Assessment of the needs of longer term residents in temporary accommodation has already started and will be reviewed as a priority.
- 7.10. The Council and its partners also recognise the importance of ensuring that homeless households have access to educational, social, recreational and employment opportunities which are appropriate to their needs. The emphasis in this Strategy is towards assisting homeless households to access mainstream services. There will however be a review of the effectiveness of this approach to ensure that there are no households who are not able to take advantage of these opportunities as a result of their particular needs.

### ***Planning, Information & Support***

**Strategic Objective 9** - By June 2010, the information tools, systems and processes are in place to support the delivery and monitoring of the Strategy

**Strategic Objective 10** - Consolidate the planning framework to enable partners and homeless households to shape the development of the Strategy and to influence services

- 7.11. The revised Strategy identifies new aspects of service and new activities, the effectiveness of which will require to be monitored. Actions under this theme focus on ensuring that the required information is in place. In addition, it is recognised that there is room for improvement in sharing information between services and agencies and there are a number of actions aimed at delivering this outcome.

### ***Abolition of the Priority Need Test***

**Strategic Objective 11** By 2012 have complied with the new duties arising from the Housing (Scotland) Act 2001 and the Homelessness etc. (Scotland) Act 2003

- 7.12. The final objective within the Strategy is to deliver the new obligations set out in the 2001 and the 2003 Acts.

### **Action Plan**

- 7.13. A series of thematic workgroups then considered these strategic objectives and considered possible actions to meet them. The agreed Action Plan for the Homelessness Strategy is set out on the following pages.

**Dundee Homelessness Strategy**  
**Action Plan**

**Objective 1 By April 2011 reduce by 20% the number of permanent housing arrangements which break down and result in a homelessness presentation**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Council and RSL housing management policies support objectives to prevent homelessness	1.1 Monitor the Council's new Rent Recovery Centre debt management policy and processes for its impact (positive or negative) on homelessness presentations and to ensure that it complies with expectations from the Homelessness Monitoring Group. Include a review of cases where agreements have been broken	Reporting in March 2009 then September 2009.	Homeless Strategy Team and Rent Recovery Centre	Staff in respective teams
		1.2 Establish the extent to which those presenting as homeless who had a previous RSL tenancy had been evicted, abandoned, or given up their tenancy as a result of payment difficulties	January 2009	Homeless Strategy Team with respective RSLs	Staff in respective teams
		1.3 Put in place intensive housing management services for Council tenants who have been identified as vulnerable. This service will involve <ul style="list-style-type: none"> <li>- Practical assistance at the start of tenancy (accessing furniture and white goods; dealing with power companies; guidance of decoration; advice on accessing other support and services)</li> <li>- Early (within a week) settling in visits</li> <li>- Training and development of staff delivering this service</li> </ul>	January 2009	Homeless Strategy Team, Housing Services Unit, DEEAP and Voluntary Sector Agencies  East & West Offices  Quality & Performance Unit	Staff in respective teams, DCC training resources, Homeless Funding
		1.4 Monitor the impact of the Council's new allocations policy (once implemented) on homelessness, including in relation to <ul style="list-style-type: none"> <li>- Any change (increase or decrease) in the level of presentations from those living in unstable living arrangements (insecurity of tenure)</li> <li>- Any change (increase or decrease) in the time spent by homeless households in temporary accommodation</li> </ul>	October 2008 and annually thereafter	Quality and Performance Unit with Homeless Strategy Team	Staff within respective agencies



**Objective 1 By April 2011 reduce by 20% the number of permanent housing arrangements which break down and result in a homelessness presentation**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
2	Households with unstable living arrangements receive comprehensive information and advice about their housing options and are supported to remain in their current housing or to find alternatives	2.1 Put in place arrangements so that those who are at risk of homelessness or are in unstable housing arrangements are offered an interview with a housing advisor to fast track the pursuit of alternative housing options	May 2009	City Housing Manager	Staff from respective teams and relevant specialist service teams
		2.2 Promote the increased use of mediation for those households where the reason for the threat to their current housing is because of a dispute with family or friends, providing there is no personal risk to the applicant.	March 2009	Homeless Strategy Team and Voluntary Sector Agencies	Homeless Persons and Anti Social Behaviour funding
		2.3 Review, and if necessary extend, the housing options guide to include the full range of housing options. Identify and put in place arrangements to ensure that the Guide is kept up to date and effectively distributed to those at risk	June 2008	Quality & Performance Unit	Staff in respective teams
		2.4 Agree and deliver a programme of staff training to achieve relevant HomePoint standards amongst all staff of social landlords who regularly provide housing advice	Programme in place and delivered by April 2011	Quality & Performance Unit	Staff in respective teams
3	Intensive, co-ordinated support available for those at risk of eviction or loss of their current home	3.1 Review and improve the use being made of the protocol between Council housing service and social work, in particular to achieve <ul style="list-style-type: none"> <li>- Earlier contact between housing, social work and health</li> <li>- Agreed actions on the part of social work at notification by housing that a tenant is at risk of homelessness</li> </ul>	April 2008	Homeless Strategy Team and Rent Recovery Centre	Staff within respective agencies
		3.2 Extend the protocol with social work to cover evictions threatened by RSLs and Private Rented Sector Landlords	April 2009	Homeless Strategy Team and Social Work with respective RSLs	Staff within respective agencies
		3.3 Put in place systems and processes to ensure that contact is made with housing support services when a tenant is at risk of losing their tenancy as a result of arrears or anti-social behaviour.	June 2008	City Housing Manager	Staff in respective teams

**Objective 1 By April 2011 reduce by 20% the number of permanent housing arrangements which break down and result in a homelessness presentation**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
		3.4 Ensure that all social landlords have a named contact in Housing Benefits who will take proactive action where homelessness is threatened as a result of delays / other problems in the payment of Housing Benefit	September 2008	Housing Benefits Team	Staff in respective teams
		3.5 Review and amend existing housing support services to remove any tenure criteria and focus on those most at risk of homelessness (Council, RSL, PRS or Owner Occupied)	April 2009	Contracts Team Social Work	Staff in respective teams
4	An increased number of homeless households are sustainably accommodated in the Private Rented Sector (PRS)	4.1 Review, and if appropriate, extend the use of the Rent Deposit Guarantee Scheme	September 2008	Homeless Strategy Team and Private Sector Services Unit	Staff from respective teams and homeless funding
		4.2 Reduce threatened homelessness arising from delays in payment of Housing Benefit by ensuring Private Sector Landlords have a named contact in Housing Benefits	October 2008	Housing Benefits	Staff from respective teams
		4.3 If required, examine the potential for a private sector leasing scheme to provide an increased supply of temporary and/or permanent accommodation to homeless households	September 2010	Homeless Strategy Team and Private Sector Services Unit	Staff from respective teams
		4.4 Extend the work already undertaken through the forum of private sector landlords to <ul style="list-style-type: none"> <li>- Publicise Landlords duties to advise The Council of potential evictions</li> <li>- Examine the potential for earlier notification of tenants who are at risk of losing their tenancy</li> <li>- Promote good practice in relation to tenancy rights</li> <li>- Consider role of lead tenancies</li> </ul>	April 2009	Homeless-Strategy Team and Private Sector Services Unit	Staff from respective teams

**Objective 1 By April 2011 reduce by 20% the number of permanent housing arrangements which break down and result in a homelessness presentation**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
		4.5 Using local advice agencies and information from the Homeless Services Unit to undertake a time limited Court Monitoring exercise to identify if there are: <ul style="list-style-type: none"> <li>- common issues emerging from PRS eviction actions</li> <li>- particular PRS landlords who have higher rates of evictions or who are not compliant with landlord registration requirements</li> </ul>	June 2010	Homeless Strategy Team, Homeless Persons Team and Private Sector Services Unit	Staff from respective agencies
5	Decreased levels of homelessness presentations as a result of domestic abuse	5.1 Support the implementation of the strategic objectives relating to homelessness identified in the Dundee Domestic Abuse Forum Strategic Plan 2007-09	March 2009	Dundee Domestic Abuse Forum	Staff from respective agencies

**Objective 2 By May 2010 reduce by 75% homelessness presentations from those discharged from institutions**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Protocols are in place and adhered to in relation to discharge from prison, hospital and Looked After Children	1.1 Review and revise protocols with partners in relation to discharge from hospital and from prison, to include dispute resolution arrangements and the outcome of routing where possible through mainstream allocations rather than the Homeless Persons Team (links to outcome 2 below) <ul style="list-style-type: none"> <li>- Throughcare Aftercare Discharge Protocol to be agreed.</li> <li>- Hospital Discharge Protocol ongoing</li> <li>- Prison Discharge Protocol to follow</li> </ul>	Oct 2008 Dec 2008 July 2009	Homeless Strategy Team and Quality & Performance Unit  Social Work Dundee CHP Criminal Justice Service (CJS)	Staff within respective agencies
		1.2 Put in place a performance management framework to monitor the use and adherence to the protocols, and so that lessons learned from the implementation of these arrangements can inform the development of shared outcomes, processes and pathways being developed under strategic objective 3	6-12 months after dates specified in 2.1.1	Lettings Contact Centre and Social Work, NHS Tayside Dundee CHP	Staff within respective agencies
2	Households are routed through mainstream services rather than homelessness wherever possible	2.1 Reach agreement with partners to ensure that care leavers are assisted to resolve their housing needs through the mainstream allocations route rather than needing to present as homeless. Follow on action to develop agreed processes which will deliver this outcome	October 2008	Homeless Strategy Team, Quality & Performance Unit, and Social Work Throughcare Aftercare Team	Staff within respective agencies
		2.2 Reach agreement with partners to avoid where possible the need for households being discharged from prison, who do not have a home to return to, having to present as homeless	January 2009	Criminal Justice Service and Homeless Strategy Team	Staff within respective agencies
		2.3 Review arrangements for discharge from hospital to minimise need for presentation as homeless	December 2008	Homeless Strategy Team NHS Tayside and Dundee CHP	Staff within respective agencies
		2.4 Provide training and transitional support to allocations staff to support the delivery of this outcome	May 2010	Quality & Performance Unit	Staff in respective teams and DCC training resources

**Objective 3 By April 2012, put in place agreed multi-agency outcomes, pathways and processes for those households who are homeless or at risk of homelessness**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Improved understanding of needs amongst those who are homeless or at risk of homelessness and require, or currently receive services from other agencies	1.1 Gather case examples of homeless households or those at risk of homelessness to add to existing monitors to get the full picture to analyse. This will assist in targeting future provision	August 2009	Homeless Services Unit Social Work NHS Tayside Dundee CHP RSLs Criminal Justice Service Domestic Abuse Forum and DAAT	Staff from respective agencies
		<ul style="list-style-type: none"> <li>- The variety of needs, including health and care as well as housing, which are evident amongst those presenting as homeless</li> <li>- Previous and current service contact with Homeless Persons Team and other services and profile of services received</li> </ul>			
		1.2 Estimate the cost of current service interventions amongst those who have had repeat presentations over the previous (3) years in order to inform discussion of alternative ways to collaborate across services and deliver more sustainable living arrangements	November 2008	Homeless Strategy Team Quality & Performance Unit, Social Work NHS Tayside Dundee CHP RSLs Criminal Justice Service and Domestic Abuse Forum	Staff from respective agencies
		1.3 Inform/educate housing, health and Social Work of the links between their clients and homeless households through training programme and use of case examples	July 2008	Homeless Strategy Team	Staff from respective agencies
		1.4 Brief elected members and board members of partner agencies of the issues in relation to those with multiple/complex needs and the need for collaboration to achieve sustainable living arrangements	June 2009	Homeless Strategy Team	Staff from respective teams

**Objective 3 By April 2012, put in place agreed multi-agency outcomes, pathways and processes for those households who are homeless or at risk of homelessness**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
2	Agreed and shared definitions of those homeless households who should receive assistance from other services	2.1 Negotiate and agree a common understanding of the profile of those households who share both a need for homeless services, and services from health and/or Social Work and/or other agencies. Draft a document setting out this common understanding	Agreement by March 2009 Implement by 2010	Homeless Persons Team/Housing Services, with – Social Work – NHS Tayside – Dundee CHP – Criminal Justice Service – RSLs	Staff from respective agencies
		2.2 Develop a basic briefing on priority households for circulation to staff of relevant services, pending fuller guidance and training arising from review and development of pathways (see outcome 3 below)	November 2008	Homeless Strategy Team	Staff from respective teams
3	Co-ordinated responses to households who are homeless or at risk of homelessness	3.1 Develop agreed outcomes (interim and longer term), pathways, standards and information exchange amongst those households who have both housing and health/care needs. Early action should be focussed on connections with  - Dundee Drug and Alcohol Action Team (DAAT)  - NHS Tayside  - Criminal Justice and the Prison Service	August 2009  December 2008 July 2009	Homeless Strategy Team, RSLs, Dundee DAAT, Criminal Justice Service and NHS Tayside	Staff from respective agencies
		3.2 Define information requirements and put in place the necessary tools or processes to ensure that the effectiveness of the revised approach can be assessed and amended in the light of experience	August 2009	Homeless Services Unit, Homeless Strategy Team and partners	Staff from respective teams

**Objective 3 By April 2012, put in place agreed multi-agency outcomes, pathways and processes for those households who are homeless or at risk of homelessness**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
		3.3 Agree an ongoing programme of development of multi agency outcomes, pathways etc using the experience gained of initial work with DAAT and Criminal Justice	March 2009 for implementation 2009/10	Homeless Strategy Team, with – Social Work – NHS Tayside – Dundee CHP – Criminal Justice Service – RSLs	Staff from respective agencies
		3.4 Develop briefing and / or training materials for staff in relevant services re defined priority homeless households, the agreed roles of particular services and referral pathways	June 2009	Homeless Strategy Team and Homeless Services Unit	Staff from respective teams
		3.5 Deliver a programme of training to relevant agencies using these materials	September 2009	Homeless Strategy Team and Homeless Services Unit	Staff from respective teams

**Objective 4 By September 2008 improve the depth and breadth of the assessment of homeless households and those at risk of homelessness to encompass their full range of needs**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Formation of a multi agency assessment of the needs of homeless households	1.1 Create a multi agency assessment team consisting of staff undertaking the following functions <ul style="list-style-type: none"> <li>- Homelessness assessment (DCC Housing)</li> <li>- Social care assessment (DCC Social Work)</li> <li>- Health assessment (NHS Tayside), potentially through the existing HHOT</li> </ul> <p>There should also be consideration of the benefits of including benefits advice within the team. This team should provide assessment and routing where appropriate into existing care pathways or as they are developed in objective 3</p>	December 2009	DCC Homeless Strategy Team and Social Work Adult Services, NHS Tayside and Community Medical Officer	Respective agencies
		1.2 Put in place arrangements to monitor the cost and impact of the revised arrangements over an initial 6 month period	June 2010	DCC Housing Services Social Work and NHS Tayside	Respective agencies
		1.3 Ensure that the support needs of homeless families, including the needs of children, are included within the revised assessment arrangements and that appropriate procedures and staff training is in place regarding child protection	June 2008	DCC Homeless Strategy Team, Homeless Services Unit, Quality & Performance Unit, Social Work and NHS Tayside	Respective agencies
2	Improved information sharing between services and agencies working with homeless households and those at risk of homelessness	2.1 Assess, and implement if appropriate, the extension of the role of the Community Medical Officer to search GP records on behalf of the Homeless Services Unit and its successor Multi Agency team	Assess by August 2008 Implement by October 2008	Homeless Strategy Team with Community Medical Officer	Staff within respective agencies
		2.2 Review, and later as appropriate amend, the current client mandate form and system in order to better support information sharing	May 2008	Homeless Strategy Team Voluntary Sector Partners and RSLs	Staff within respective agencies



**Objective 4 By September 2008 improve the depth and breadth of the assessment of homeless households and those at risk of homelessness to encompass their full range of needs**

	Outcome	Action	Timescale	Responsibility	Resourcing
		2.3 Develop the role of external support agencies in gathering and supplying information to inform the assessment of homeless households	September 2008	Homeless Strategy Team and Homeless Services Unit and Voluntary Sector Agencies	Staff from respective teams

**Objective 5 By April 2010, reduce by 20% the number of homeless households or households threatened with homelessness with whom contact is lost**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Contact with clients maintained and enhanced by appropriate use of intermediaries	1.1 Ensure that the assessment system identifies a secondary contact person (agency, relative or friend) at initial interview and that, with client consent, mandates authorise appropriate communication and information sharing with this person. This person to be automatically contacted regarding the homeless assessment decision, kept informed of progress on the client's re-housing and advised if contact is lost with the client	June 2008	Homeless Services Unit	Staff from respective teams
2	Extended, more regular communication with households following initial contact with the Homeless Persons Team	2.1 Review and agree new policies and procedures for maintaining contact with clients aimed at enhancing the frequency and quality of communication with applicants throughout assessment and re-housing. This review to include <ul style="list-style-type: none"> <li>- opportunities for increasing the variety of methods of communication, e.g. increased use of text messaging etc</li> <li>- appropriate account has been taken of literacy, numeracy, language and cultural issues</li> </ul>	July 2008	Lettings Contact Centre and Homeless Services Unit	Staff from respective teams
		2.2 Put in place arrangements whereby, if an applicant's assessment officer is not available, a duty officer is able to advise applicants of the current position and any outstanding information requirements	May 2008	Homeless Services Unit	Staff from respective teams
		2.3 Ensure with regard to communication with applicants that the roles and responsibilities of the Homeless Persons Team and those undertaking re-housing are realistic, clear, effectively implemented and monitored	May 2008	Homeless Services Unit and Lettings Contact Centre	Staff from respective teams

**Objective 5 By April 2010, reduce by 20% the number of homeless households or households threatened with homelessness with whom contact is lost**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
3	Reviewed caseload management arrangements	<p>3.1 Review and agree options to manage cases and provide the appropriate support to applicants from initial contact with the Homeless Services Unit through re-housing and for a period of at least 18 months following. Options to consider being</p> <ul style="list-style-type: none"> <li>- The Homeless Services Unit manage cases from start to finish</li> <li>- The Homeless Services Unit manage assessment and any period in temporary accommodation, but once the re-housing process begins the case is managed by lettings and / or tenancy support staff within the Council</li> </ul>	June 2008	Housing Management, Lettings, Tenancy Support and Homeless Strategy Team	Staff from respective teams
4	Information on customer satisfaction regularly gathered and analysed, leading to service improvements	<p>4.1 Review and improve current arrangements for gathering customer views of the homeless persons service. This review to include consideration of</p> <ul style="list-style-type: none"> <li>- Which section within Housing should be responsible for gathering customer views and analysing them</li> <li>- Exit surveying of all applicants</li> <li>- Other methods of gathering feedback</li> <li>- What steps would secure feedback from those who lost contact / did not complete the assessment process; e.g. requesting secondary contacts to forward materials to applicants</li> </ul>	May 2009	Quality & Performance Unit and Homeless Strategy Team	Staff from respective teams

**Objective 6 By September 2009, re-align current temporary accommodation and associated services to diversify the range of services available so as to help meet the full range of needs amongst homeless households**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Improved quality of current temporary accommodation	1.1 Put in place monitoring systems to ensure that sufficient supply of temporary accommodation is available to meet the Council's statutory obligations	April 2009	Homeless Strategy Team	Staff from respective teams
		1.2 Undertake regular checks of the condition and standards of current temporary accommodation to ensure that it complies with the required quality of provision for the full range of needs amongst homeless households	April 2008	Homeless Service Unit and Private Sector Services	Staff from respective teams
2	Best use made of current accommodation	2.1 Review current use of temporary accommodation to assess extent to which referrals are made to most appropriate accommodation and to assess whether better use could be made	April 2009	Homeless Strategy Team and Homeless Services Unit	Staff from respective teams
3	Improved support within temporary accommodation leading to reduced time in temporary accommodation and more effective resettlement	3.1 Put in place support for homeless families at risk of repeat homelessness or where there are particular concerns regarding social circumstances – e.g. child protection issues. This to include particular support re transition to permanent housing arrangements and monitoring of tenancy sustainment for up to 18 months post re-housing	April 2009	Homeless Strategy Team and Homeless Services Unit	Staff from respective teams
		3.2 Agree arrangements with (a) appropriate/identified services to provide support services to those living in temporary accommodation. These arrangements should become incorporated within the arrangements for pathways and outcomes being developed under objective 3 (b) specialist services to provide 'outreach' services to those people threatened with homelessness who are not yet accessing temporary accommodation	August 2008  May 2009	Homeless Strategy Team and specialist providers  Homeless Strategy Team and Homeless Services Unit	Staff from respective teams

**Objective 6 By September 2009, re-align current temporary accommodation and associated services to diversify the range of services available so as to help meet the full range of needs amongst homeless households**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
		3.3 Work with Supporting People team to confirm housing support services provided in temporary accommodation and to review and clarify, as necessary, the role of staff and associated 'core competencies'	April 2009	Homeless Strategy Team and Supporting People	Staff from respective teams
		3.4 Put in place training programmes for staff providing general support to households in temporary accommodation to meet the requirements of the Care Commission and the Supporting People reviews. This training should include training on the role of other services, including specialist services, and how to access these services	June 2009	Quality & Performance Unit, Homeless Strategy Team and Temporary Accommodation providers	Staff from respective teams
		3.5 Review the training needs of staff working in direct access hostels, in line with reviewed role of these facilities (see 6.4.1) but to include the development of self esteem raising expertise and motivational skills	October 2008	Homeless-Strategy Team and Temporary Accommodation providers	Staff from respective teams
4	Better balance between need for, and supply of, temporary accommodation	<p>4.1 Reduce 'bottlenecking' of current temporary accommodation provision by</p> <p>(a) Reviewing needs assessments of current long stay hostel residents and undertake; additional individual assessments as required.</p> <p>(b) In light of the findings of (a) above, identify the suitability of current accommodation to meet these assessed and future needs and either</p> <p>i. Change the status of current accommodation to permanent, supported accommodation or care home</p> <p>ii. Find and / or develop alternative more suitable accommodation</p> <p>(c) Depending on the outcomes of actions (a) and (b), commission additional temporary accommodation to further reduce bottlenecking</p>	<p>4.1.(a) August 2008</p> <p>4.1 (b)(i) - March 2009</p> <p>4.1 (b)(ii) September 2008 onwards</p> <p>4.1c – August 2008 onwards</p>	Homeless-Strategy Team , Social Work, Adult Services, Hillcrest Housing Association, and Voluntary Sector Agencies	<p>Staff from respective teams,</p> <p>Housing Association Grant, private finance, specialist provider reserves</p>

**Objective 6 By September 2009, re-align current temporary accommodation and associated services to diversify the range of services available so as to help meet the full range of needs amongst homeless households**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
		4.2 Put in place arrangements to monitor the demand for temporary accommodation so that early warning is given of any serious shortage of accommodation. This should include changes <ul style="list-style-type: none"> <li>- in the number of presentations</li> <li>- Length of stay in temporary accommodation</li> <li>- Numbers of households accommodated in B&amp;B</li> <li>- Other evidence of an inability to secure appropriate temporary accommodation</li> </ul>	October 2008	Homeless Strategy Team and Homeless Services Unit	Staff from respective teams
		4.3 Put in place arrangements for serious shortfalls in temporary accommodation and evidence of continued bottlenecking to be reported to Housing Department Management Team and to result in a review of the percentage of Council and RSL lets being allocated to homeless households	October 2008	Homeless Services Unit and Homelessness Strategy Team	Staff from respective teams
5	Reduced time in temporary accommodation	5.1 Introduce new approaches to re-settlement which include <ul style="list-style-type: none"> <li>- The use of support planning and the Supporting People outcomes Framework to work with and agree 'distance travelled'</li> <li>- Review and if necessary amend existing services to ensure an increased level of re-settlement activity is undertaken with individual clients</li> <li>- Regular contact with homeless households to review progress and support</li> </ul>	October 2008	Homeless Strategy Team	Staff from respective teams
		5.2 Ensure re-settlement activity is focussed on those most likely to make a successful transition to mainstream accommodation, including <ul style="list-style-type: none"> <li>- Those keen to participate and engage</li> <li>- Those who are experiencing their first episode of homelessness</li> <li>- Those with an opportunity to enter training or employment</li> </ul>	October 2008	Homeless Strategy Team and Voluntary Sector Agencies	Staff from respective teams

**Objective 6 By September 2009, re-align current temporary accommodation and associated services to diversify the range of services available so as to help meet the full range of needs amongst homeless households**

	Outcome	Action	Timescale	Responsibility	Resourcing
		5.3 Deliver a further 8 x 3 apt and 2 x 4apt flats for use as temporary accommodation for families	August 2009	Homeless Services Unit, Homeless Strategy Team and Housing Investment Unit	Staff from respective teams

**Objective 7 Extend provision of housing with support suitable for those homeless households with particular needs by April 2010**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Improved understanding of the needs of those homeless or vulnerable households who have particular needs, where current services are not adequate to achieve sustainable living arrangements	<p>1.1 Work with Social Work and Health to define the housing, support and care needs of those who require other forms of housing with support or accommodation, drawing on evidence already available from</p> <ul style="list-style-type: none"> <li>- Research in Tayside on the housing and support needs of people with alcohol related brain damage</li> <li>- Analysis of assessments undertaken of those currently occupying temporary accommodation on a long term basis</li> <li>- The review of single homelessness</li> <li>- Assessment of trends in presenting issues amongst new applicants and expectations of their long term care needs</li> </ul> <p>Capture and analyse evidence from the Waiting List, homelessness records, and special needs committee, of others whose needs cannot be met within existing provision</p>	<p>September 2008</p> <p>January 2009</p>	<p>Homeless Strategy Team, Social Work, NHS, Voluntary Sector and RSLs</p> <p>Housing Services Unit</p>	Staff from respective teams



**Objective 7 Extend provision of housing with support suitable for those homeless households with particular needs by April 2010**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
2	Development, as required, of new provision to meet identified needs	<p>2.1 As identified through action 1.1 above and also 6.4.1 define development opportunities for additional required provision, thereafter secure funding and set up programme. Consider the full range of options for meeting the identified shortfall, including</p> <ul style="list-style-type: none"> <li>- Housing with integral support (supported accommodation)</li> <li>- Sheltered/very sheltered housing</li> <li>- Care homes</li> </ul> <p>Options of new build, conversion or re-designation of existing accommodation should be considered</p>	August 2009	Quality & Performance Unit, Social Work and Housing Strategy Team	Funding for new provision to be identified depending on profile of needs
		2.2 Deliver an additional 10 flats for Dundee Survival Group	July 2009	Housing Services, Homeless Strategy Team, Dundee Survival Group, Social Work and RSL	Housing Association Grant, Private Finance and DSG resources
		2.3 Deliver an additional 10 flats in partnership with NCH	August 2008	Homeless Strategy Team, NCH and RSL	Housing Association Grant, and Private Finance

**Objective 8 Ensure all homeless households have the choice to access educational, social, recreational and employment opportunities which are appropriate to their needs by September 2010**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Understanding of the services which are currently available and how these can be accessed	1.1 Map existing services offering educational, social, recreational and employment opportunities for people in Dundee, drawing on existing directories wherever possible. Mapping should include <ul style="list-style-type: none"> <li>- Description of the service available</li> <li>- Eligibility criteria, and any exclusions</li> <li>- Access and referral arrangements</li> <li>- contact details within the service/project</li> <li>- Arrangements within the service/project to cater for more vulnerable households and those with more chaotic behaviour</li> </ul>	September 2009	Homeless Strategy Team and Supporting People Strategy Team	Staff from respective teams
		1.2 Negotiate arrangements with relevant services for referral of homeless households who would be eligible for, and benefit from, the services offered	May 2010	Homeless Strategy Team and Support Providers	Staff from respective teams
		1.3 Provide key workers/coordinators working with homeless households with access to the information on existing educational, social, recreational and employment services, including training as necessary	September 2010	Support Providers	Staff from respective teams
2	More homeless households access current educational, social and recreational services	2.1 Agree arrangements for assessing needs in relation to education, social contact, recreation and employment within the broader, more holistic assessment of needs being introduced as part of this strategy	September 2010	Homeless-Strategy Team and Support Providers	Staff from respective teams
		2.2 Ensure that support provided to homeless households includes information and support to access educational, social and recreational services either through extension of duties amongst staff working with homeless households and/or through the educational, social, and recreational services	September 2010	Supporting People Team, Homeless Strategy Team and Support Providers	Staff from respective teams
3	More homeless households access employment opportunities	3.1 Await the outcome of The City's European Employability bid and if there is a shortfall in funding consider future funding sources	April 2008	Discover Opportunities Centre - Economic Development Unit	Staff from respective teams

**Objective 8 Ensure all homeless households have the choice to access educational, social, recreational and employment opportunities which are appropriate to their needs by September 2010**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
		3.2 Examine other models for employment activity, including those that use incentives	March 2010	Housing Strategy Team and Dundee Cyrenians	Staff from respective teams
4	Need for additional services to meet the particular needs of homeless households is identified	4.1 Assess uptake and effectiveness of opportunities currently available, taking account of <ul style="list-style-type: none"> <li>- Services which are not attractive to homeless households and the reasons</li> <li>- Homeless households/individuals whose needs are not met by current services</li> </ul> And considering the effectiveness of service uptake in supporting objectives to achieve sustainable living arrangements	April 2010	Homeless-Strategy Team and Support Providers	Staff from respective teams
		4.2 In the light of the review, assess the requirement for additional services or further changes to the way in which current services are offered	June 2010	Homeless Strategy Team	Staff from respective teams

**Objective 9 By June 2010, ensure that the information tools, systems and processes are in place to support the delivery and monitoring of the Strategy.**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Improved understanding of the numbers, characteristics and needs of particular groups	1.1 Analyse current records from across services to improve understanding of those households with whom contact is lost from the homeless service	September 2009	Homeless Services Unit, Homeless Strategy Team, Social Work and NHS Tayside	Staff from respective agencies
		1.2 Work with other council services to establish whether there are unmet needs amongst black and minority ethnic groups	December 2008	Quality & Performance Unit, Social Work and Neighbourhood Resources	Staff from respective teams
2	Reviewed specification of information requirements, information capture and reporting to inform strategy, commissioning and service delivery of homelessness services	2.1 Monitor the recently introduced council Rent Recovery Centre debt management policies and processes to assess any impact, positive or negative, on homelessness	Reporting in March 2009 then September 2009	Rent Recovery Centre and Homeless Services Unit	Staff in respective teams
		2.2 Monitor the implications of the Council's revised allocations policy, when implemented, on the duration of homelessness and demand for temporary accommodation	Annually from Dec 2008	Quality & Performance Unit and Homeless Strategy Team	Staff from respective teams
		2.3 Develop specification of information requirements based on operational requirements, information sharing and monitoring of the strategy to inform the work of the Dundee Data Partnership	September 2009	Homeless Strategy Team	Staff from respective teams
		2.4 Support the implementation of new IT system currently under development, with specific input to lead to more comprehensive recording of homeless cases and better integration with other relevant Housing Services IT systems	September 2009	Homeless-Strategy Team with DCC IT Services	Staff from respective teams

**Objective 9 By June 2010, ensure that the information tools, systems and processes are in place to support the delivery and monitoring of the Strategy.**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
3	Relevant information on homeless households receiving services from other agencies is shared	3.1 Through Dundee Data Partnership establish information sharing protocols and, where appropriate, the convergence of stand alone Housing, Social Work and Health IT data systems, to maximise effective implementation of information sharing, the Common Housing Register and the delivery of appropriate support	September 2009	Quality & Performance Unit, Social Work and NHS Tayside	Staff from respective agencies
		3.2 Put in place a protocol to set out how commissioners and providers will access key information about sex offenders and violent clients	October 2008	MAPPA and Social Work	Staff from respective agencies
		3.3 Review with partners the current 'Flagging' on relevant IT systems to address concerns re Health and Safety and the effective delivery of appropriate support, and make improvements as required	August 2008	Homeless Strategy Team and Dundee Data Partnership	Staff from respective agencies
		3.4 Better integrate information from Special Needs Committee into other housing and related support systems	March 2009	Homeless Strategy Team, and Community Medical Officer	Staff from respective agencies
		3.5 Examine how appropriate information sharing can be achieved with those RSLs not part of the Common Housing Register	August 2008	Quality & Performance Unit, Social Work and RSLs	Staff from respective agencies

**Objective 10 Consolidate the planning framework to enable partners and homeless households to shape the development of the Strategy and to influence services**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
1	Greater transparency in the process of developing the Homelessness Strategy and service responses for homeless households	1.1 Set out the current process for approving the homelessness strategy and related actions and disseminate to partners making clear both the process and the related timescales, and the opportunities for commenting and influencing the shape and content of the Strategy	May 2008	Homeless Strategy Team	Staff from respective teams
		1.2 Make clear the process by which, and the forums/groups to which, progress on the Strategy will be reported	May 2008	Homeless Strategy Team	Staff from respective teams
2	Better integration of the planning and implementation of the homelessness strategy with other related strategies	2.1 Review the current arrangements for developing and implementing the Homelessness Strategy to put in place closer and clearer connection with the development of other related strategies. In particular ensure that the development / or review of other relevant strategies take appropriate cognisance of the Homelessness Strategy and, wherever possible, pursue shared, consistent and mutually supportive objectives. Of particular relevance will be <ul style="list-style-type: none"> <li>– The Local Housing Strategy</li> <li>– The Supporting People Strategy</li> <li>– The Health and Homelessness Action Plan</li> </ul>	August 2008	Homeless Strategy Team, Quality & Performance Unit, Supporting People team and NHS Tayside	Staff from respective agencies
		2.2 Introduce regular reporting to the Health and Local Authority Management Group on issues and actions relating to the inter connection of homelessness with health and social care issues and task this group with the negotiation of cross sector resourcing of actions in this strategy and for monitoring of their implementation	August 2008	Quality & Performance Unit	Staff from respective teams
3	Extended, more meaningful involvement	3.1 Undertake consultation events with homeless households as part of the process of developing the Homelessness Strategy	September 2008	Homeless Strategy Team	Staff from respective teams

**Objective 10 Consolidate the planning framework to enable partners and homeless households to shape the development of the Strategy and to influence services**

	<b>Outcome</b>	<b>Action</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Resourcing</b>
	of homeless households in the development and delivery of the Homelessness Strategy	3.2 Improve methods of obtain service user feedback of homeless services in order to feed into the planning process for those with a recent experience of homelessness to <ul style="list-style-type: none"> <li>– report on progress</li> <li>– gather feedback from service users on services</li> <li>– consult service users on these and other actions which may be required</li> </ul>	November 2009	Homeless Strategy Team, Criminal Justice Service, Voluntary Sector Agencies and Domestic Abuse Forum	Staff from respective teams
		3.3 Review arrangements in place with partners to consult with service users and use these to examine particular issues, actions within the Strategy	December 2009	Homeless Strategy Team and Voluntary Sector Agencies	Staff from respective teams
		3.4 Monitor the involvement of BME groups/multi cultural communities and assess whether additional methods are required to engage such groups	December 2008	Quality & Performance Unit	Staff from respective teams

**Objective 11 By 2012 have complied with the new duties arising from the Housing (Scotland) Act 2001 and the Homelessness etc. (Scotland) Act 2003**

	Outcome	Action	Timescale	Responsibility	Resourcing
1	By 2009 the proportion of non priority assessments reduced by 50%	1.1 Enhance the assessment of applicants to ensure judgements of priority need are more comprehensively informed. (As per actions 2.1.1, 3.2.1, 4.1.1, 4.2.1, 4.2.3, 10.2.2, 10.3.1 and 10.3.4)	December 2009	Homeless Strategy Team, Social Work and NHS Tayside	Staff from respective agencies
		1.2 Consider the impact of 1.1 and whether this will achieve a reduction in non priority assessments. If not, agree policy changes that will achieve this by either <ul style="list-style-type: none"> <li>– Widening the groups assessed as in priority need due to vulnerability, or</li> <li>– Amend the age range of those automatically considered in priority need.</li> </ul>	August 2008	Homeless Strategy Team	Staff from respective teams
2	By 2012 suitable permanent accommodation for all unintentionally homeless people secured	2.1 Increase the range of accommodation available to The Council so that it can fulfil the duty to secure permanent accommodation to all unintentionally homeless people. Achieve this by <ul style="list-style-type: none"> <li>– Between 2008 and 2011 undertaking an annual review of the numbers of homeless households that would currently be eligible for permanent re-housing if the priority need test were removed and comparing this with the number of lets and other forms of suitable accommodation that are being made available to homeless people from all landlords</li> <li>– Plan for / take steps to amend lettings policies and to otherwise amend the supply of permanent and appropriate</li> </ul>	From 2008 an annual review  If required	Homeless Strategy Team  Quality &	Homeless Funding  Staff from respective teams



**Objective 11 By 2012 have complied with the new duties arising from the Housing (Scotland) Act 2001 and the Homelessness etc. (Scotland) Act 2003**

	Outcome	Action	Timescale	Responsibility	Resourcing
		accommodation to homeless people so that The Local Authority will be able to fulfil its duties in 2012		Performance Unit	
		2.2. Pursue other actions identified in this action plan, including preventative measures, specifically: actions under Strategic Objective 1 and 2, 3.3, 6.3.1(b) and 7.2.1	As per identified action points		
3	Statutory obligations to intentionally homeless people fulfilled pending implementation of Sections 4, 5 and 6 of 2003 Act	3.1 Monitor numbers of households that are declared intentionally homeless annually, to inform planning for fulfilment of Sections 5 and 6 of 2003 Act	Annually April 2008	Homeless Strategy Team	Staff from respective teams
		3.2 On enactment of Section 4 of 2003 Act, The Council to decide its policy on use of the discretionary power to investigate if a household is intentionally homeless	Timescale to be set on enactment of Section 4 of 2003 Act	Homeless Strategy Team	Staff from respective teams
		3.3 In light of 3.1 and 3.2 above agree and implement models for providing Short Scottish Secure Tenancies (SSST's) with housing support to all intentionally homeless households – e.g. (dispersed tenancies with floating support, supported accommodation etc	Timescale to be set on enactment of Section 4 of 2003 Act	Lettings Contact Centre	Staff from respective teams
		3.4 Put in place procedures for intentionally homeless households to be transferred from SSSTs to Scottish Secure Tenancies (SST's) after a year of satisfactorily managing an SSST tenancy	Timescale to be set on enactment of Section 4 of 2003 Act	Lettings Contact Centre	Staff from respective teams
		3.5 Examine the need for, and commission as appropriate, non tenancy based accommodation for intentionally homeless households to whom the minimum provisions apply	Timescale to be set on enactment of Section 4 of 2003 Act	Homeless Strategy Team	Staff from respective teams

## **8. RESOURCING THE HOMELESSNESS STRATEGY**

### **Context**

- 8.1. The Concordat between the Scottish Government and COSLA sets out the terms of a new relationship between the Scottish Government and local government. It underpins the funding to be provided to local government over the period 2008/09 to 2010/11.
- 8.2. A key part of the Scottish Governments new relationship with local government is to work in partnership and mutual respect. The relationship between the Scottish Government and local authorities is being simplified and steam lined. As part of this process of simplification and streamlining, ring fencing is being removed from a number of previously separate funding streams from central government. For some budgets, ring fencing is removed from April 2008, whilst others will be retained for a few years.
- 8.3. For homelessness, important changes are being made from April 2008. Ring fencing is removed from the Rough Sleepers Initiative funding, and funding associated with the implementation of the Task Force recommendations. Ring fencing has also been removed from the Supporting People funding with effect from April 2008. While housing support services are provided to all client groups with support needs, it is an important source of funding for services working with homeless households. This funding has been incorporated into the overall settlement made for the Council.

### **Approach**

- 8.4. The Action Plan for Dundee's Homelessness Strategy sets out the tasks, and responsibilities involved in delivering the strategic objectives and outcomes. In addition in the final column of these tables the resourcing for each task is identified.
- 8.5. Overall the great majority of the Strategy will be delivered within existing staffing resources, from the Council and its partners in both the statutory and voluntary sector. The Council's Housing Department have a key role in leading or supporting many of the activities within the Action Plan, particularly through the Homeless Strategy Team, the Homeless Services Unit, and the Quality & Performance Unit. Extensive support will also be provided by staff in other Council departments, particularly Social Work and both their Supporting People Contract Team and Criminal Justice Services. In addition, though, there will be heavy involvement of partners in RSLs; the voluntary sector; Health (both Tayside Health Board and Dundee Community Health Partnership); and the DAAT (Drug and Alcohol Team). This approach is in line with our commitment to mainstream services for homeless households wherever possible.
- 8.6. Certain activities in re-aligning temporary accommodation and the extension of provision of housing with support will require capital funding through Housing Association Grant and some private finance. Contracts for housing support services, funded until April 2008 through Supporting People Grant, will play a key role in delivering improvements in these areas as well.

## 9. MONITORING & EVALUATION

### Key Success Indicators

- 9.1. Rigorous monitoring and evaluation of the Homelessness Strategy is essential to inform and demonstrate the effective implementation of the strategy objectives and related outcomes set out in the Action Plan above.
- 9.2. Below we set out key success indicators for the Homelessness Strategy, around which monitoring and evaluation have been structured. Clearly, existing information systems/sources and reporting arrangements should be used where possible in terms of measuring achievement against these outcomes, and duplicated effort avoided. Monitoring and evaluation of achievements under the Homelessness Strategy therefore draws on existing information sources and reporting arrangements wherever possible.
- 9.3. The Homelessness Strategy contributes, through the Local Housing Strategy, to the Single Outcome Agreement between the Council and the Scottish Government. The following three overarching outcomes have been identified for the Strategy: the third of these is National Indicator 22 from the Guidance on Single Outcome Agreements<sup>13</sup>. In addition the Strategy will contribute to a number of Local Outcome Indicators by assisting households to achieve settled living arrangements.

Overarching Outcomes	
1	A higher proportion of those at risk of homelessness will be assisted to avoid the crisis of homelessness
2	Those households who experience homelessness will receive an improved service and spend a shorter period of time in temporary accommodation
3	All unintentionally homeless households will be entitled to settled accommodation by 2012

### Establishing a Baseline

- 9.4. Many of the actions and key indicators of the Strategy require measurement of progress over time against an identified baseline level. Baseline information is provided for the key indicators above where appropriate and available. This draws primarily on the Scottish Governments homelessness return (HL1) and previous research on single homelessness (Review of Single Homelessness 2007).

### Measuring Progress

- 9.5. There is also a need to establish arrangements for the collection and reporting of information required to evidence progress made against the Strategy action plan and key indicators. Where possible existing information sources have been used, but there is a need to establish new information collection mechanisms for indicators where relevant data is not available nationally or through existing reporting arrangements - for example in the measurements of partner, stakeholder and homeless household views on the effectiveness of certain changes..
- 9.6. Dundee's Homeless Strategy Team will have lead responsibility for the monitoring and evaluation of progress against the Strategy action plan and key indicators.

<sup>13</sup> *Single Outcome Agreements: Guidance, Format & Indicators for Scottish Local Government*, Audit Scotland, COSLA, The Scottish Government, Improvement Service, SOLACE; February 2008.

### Outcomes, Indicators & Information Sources

Outcome	Indicator	Information Source
<b>Objective 1 By April 2011 reduce by 20% the number of permanent housing arrangements which break down and result in a homelessness presentation</b>		
1. Council and RSL housing management policies support objectives to prevent homelessness	1. A reduction in the numbers of homeless applications from households who have held a social rented sector tenancy from 81 in 06/07 to 73 in 2011/12	Scottish Government statistical returns
2. Households with unstable living arrangements receive comprehensive information and advice about their housing options and are supported to remain in their current housing or to find alternatives	2. A reduction in the numbers of homeless applications from households where their current accommodation is a private rented sector tenancy from 286 in 06/07 to 230 in 2011/12	Scottish Government statistical returns
3. Intensive, co-ordinated support available for those at risk of eviction or loss of their current home	3. Households at risk of homelessness report that the information and advice provided has been useful and assisted them	Views of homeless households
4. An increased number of homeless households are sustainably accommodated in the private rented sector	4. Reduced levels of repeat homelessness from applicants living in Private Rented Sector	Scottish Government statistical returns
5. Decreased levels of homeless presentations as a result of domestic abuse	5. Increased use of security services and outreach support to women who wish to remain in their own home and are experiencing domestic abuse	Scottish Government statistical returns

Outcome	Indicator	Information Source
<b>Objective 2 By May 2010 reduce by 75% homelessness presentations from those discharged from institutions</b>		
1. Protocols are in place and adhered to in relation to discharge from prison, hospital and Looked After Children  2. Households are routed through mainstream services rather than homelessness wherever possible	1. A reduction in presentations from those a) Being released from prison - by 50% reducing from 176 presentations in 06/07 to 88 in 2010 b) Being discharged from hospital - by 5%, reducing from 28 presentations following discharge from hospital in 06/07 to 26 in 2010	Scottish Government statistical returns
	2. No care leavers are routed directly to the homeless service (as they become adults) by April 2010	Social Work Throughcare Team statistics and protocol, the latter being in place from Oct 2008
<b>Objective 3 By April 2012, put in place agreed multi-agency outcomes, pathways and processes for those who are homeless or at risk of homelessness</b>		
1. Improved understanding of needs amongst those who are homeless or at risk of homelessness and require, or currently receive services from other agencies  2. Agreed and shared definitions of those homeless households who should receive assistance from other services  3. Co-ordinated responses to households who are homeless or at risk of homelessness	1. Evidence of the numbers, profile and service contact of those who are homeless or at risk of homelessness profile and have health, care and support needs is available by August 2009	Scottish Government statistical returns and Multi Disciplinary Team recording
	2. Shared definitions exist amongst partners by March 2009	Existence of documents agreed amongst the partners
	3. Agreed outcomes, pathways, standards and information exchange are piloted with DAAT and Criminal Justice, by August 2009	Existence of documents agreed amongst the partners
	4. An ongoing programme of development of shared outcomes, pathways and processes is agreed with other partners by August 2009	Existence of programme of development agreed amongst the partners
	5. Multi agency training programme delivered	Annual report from lead officers/services for actions within the Action Plan

Outcome	Indicator	Information Source
<b>Objective 4 By September 2008 improve the depth and breadth of the assessment of homeless households and those at risk of homelessness to encompass their full range of needs</b>		
1. Formation of a multi agency assessment of the needs of homeless households	1. By March 2009, a multi agency assessment team is in place and seen to be operating effectively	Existence of team with continued support from partners
2. Improved information sharing between services and agencies working with homeless households and those at risk of homelessness	2. By March 2009, partners and stakeholders agree that information sharing between services has increased, and is shared more efficiently	Expressed views of partners and stakeholders
<b>Objective 5 By April 2010, reduce by 20% the number of homeless households or households threatened with homelessness with whom contact is lost</b>		
1. Contact with clients maintained and enhanced by appropriate use of intermediaries  2. Extended, more regular communication with households following initial contact with the Homeless Persons Team  3. Reviewed caseload management arrangements  4. Information on customer satisfaction regularly gathered and analysed, leading to service improvements	1. Analysis of the Scottish Government statistical returns shows a reduction in the number of lost contacts year on year over the plan period from 518 in 06/07 to 414 in 09/10	Lost contact recorded in Scottish Government statistical returns

Outcome	Indicator	Information Source
<b>Objective 6 By September 2009, re-align current temporary accommodation and associated services to diversify the range of services available so as to help meet the full range of needs amongst homeless households</b>		
1. Improved quality of temporary accommodation  2. Best Use made of current accommodation  3. Improved support within temporary accommodation reducing time in temporary accommodation and more effective resettlement  4. Better balance between need for, and supply of, temporary accommodation  5. Reduced time in temporary accommodation	1. Investment is made to maintain the quality of the temporary accommodation	Property assessment management system
	2. Reduced time for households in temporary accommodation before moving to more appropriate accommodation – resettlement/permanent.	Homeless Service Unit internal monitor
	3. Reduction in the proportion of households who present to the Council on more than one occasion	Scottish Government statistical returns and internal monitoring statistics
	4. Inappropriate placements in temporary accommodation are exceptional during the plan period (less than 5 per annum)	Scottish Government statistical returns and internal monitoring statistics
<b>Objective 7 Extend provision of housing with support suitable for those homeless households with particular needs by April 2010</b>		
1. Improved understanding of the needs of those homeless or vulnerable households who have particular needs, where current services are not adequate to achieve sustainable living arrangements	1. Multi agency assessment of those homeless households, currently in temporary accommodation, whose needs cannot be met in current housing provision is available and accepted by partners in housing, health and social care by September 2008	Report, agreed by partners, setting out analysis
2. Development, as required, of new provision to meet identified needs	2. A programme of development is put in place and with capital and revenue funding secured to meet identified gaps in provision by August 2009, with development of required provision by April 2010	Existence of programme for development of additional accommodation (if requirement identified)

Outcome	Indicator	Information Source
<b>Objective 8 Ensure all homeless households have the choice to access educational, social, recreational and employment opportunities which are appropriate to their needs by September 2010</b>		
1. Understanding of the services which are currently available and how these can be accessed  2. More homeless households access current educational, social and recreational services  3. More homeless households access employment opportunities  4. Need for additional services to meet the particular needs of homeless households is identified	1. A comprehensive listing of educational, social, recreational and employment services is available to those working with homeless households, and households at risk of homelessness, by September 2009	Listing developed and in use
	2. The proportion of homeless households and households at risk of homelessness who access these services increases year on year over the plan period	Internal monitoring statistics (information capture arrangements to be discussed with partners)
	3. Analysis of use and suitability of services for homeless households is undertaken by 2010	Report on use and suitability of service
<b>Objective 9 By June 2010, ensure that the information tools, systems and processes are in place to support the delivery and monitoring of the Strategy</b>		
1. Improved understanding of the numbers, characteristics and needs of particular groups	1. Evidence of the numbers, profile and service contact of those who are homeless or at risk of homelessness profile and have health, care and support needs is available by September 2009	Report available of analysis
2. Reviewed specification of information requirements, information capture and reporting to inform strategy, commissioning and service delivery of homelessness services	2. A review of the specification of information requirements, information capture and reporting to inform strategy, commissioning and service delivery has taken place by September 2009	Report available on review, proposals and implementation plan
3. Relevant information on homeless households receiving services from other agencies is shared	3. Partners and stakeholders agree that information sharing between services has increased, and is shared more efficiently	Expressed views of partners and stakeholders



Outcome	Indicator	Information Source
<b>Objective 10 Consolidate the planning framework to enable partners and homeless households to shape the development of the Strategy and to influence services</b>		
1. Greater transparency in the process of developing the Homelessness Strategy and service responses for homeless households  2. Better integration of the planning and implementation of the homelessness strategy with other related strategies  3. Extended, more meaningful involvement of homeless households in the development and delivery of the Homelessness Strategy	1. By November 2009 a regular programme of involvement of homeless households has been developed and introduced  2. By March 2009 partners and stakeholders report that there is (a) better integration of the planning and implementation of the homelessness strategy and other related strategies; and (b) greater transparency in the process of developing the Homelessness Strategy and service responses for homeless households	Existence of programme  Expressed views of partners and stakeholders and homeless households
<b>Objective 11 By 2012 have complied with the new duties arising from the Housing (Scotland) Act 2001 and the Homelessness etc. (Scotland) Act 2003</b>		
1. By 2009 the proportion of non priority assessments has reduced by 50%  2. By 2012 suitable permanent accommodation for all unintentionally homeless people secured  3. Statutory obligations to intentionally homeless people fulfilled pending implementation of Sections 4, 5 and 6 of 2003 Act	1. By 2009 the proportion of non priority assessments reduced by 50%, from 72 in 03/04 to 36 in 08/09  2. By 2012 suitable permanent accommodation for all unintentionally homeless people is secured  3. Statutory obligations to intentionally homeless people fulfilled pending implementation of Sections 4, 5 and 6 of 2003 Act  4. A reduction in the numbers of homeless applications from households where their current accommodation is a private rented sector tenancy from 286 in 06/07 to 230 in 2011/12	Scottish Government statistical returns of non priority assessments  Scottish Government statistical returns and internal monitoring  Scottish Government statistical returns and internal monitoring  Scottish Government statistical returns of presentations from those previously in private rented accommodation

## CONSULTATION ON HOMELESS STRATEGY

The following were asked to comment on drafts of the Homeless Strategy in addition to consultation with other Council Departments.

- Dundee North Law Centre
- Dundee Survival Group
- Salvation Army
- Dundee Cyrenians
- Dundee Women's Aid
- NCH (National Children's Home) - Dundee Families Project
- NCH (National Children's Home) - Cowan Grove and Street Level
- Positive Steps
- Shelter
- The Jericho Society
- NHS Tayside
- Dundee DAAT
- Tayside Police
- CraigOwl Communities
- Job Centre Plus
- Dundee Federation of Tenants Association
- Web Project
- The Corner
- Careers Scotland
- Home Scotland
- Hillcrest Housing Association
- Abertay Housing Association
- Angus Housing Association
- Margaret Blackwood Housing Association
- Sanctuary Scotland
- Servite Housing Association
- Bield Housing Association
- Dundee Anti-Poverty Forum
- Dundee Voluntary Action
- Fairbridge Dundee