

Cheshire West & Chester Council

Housing problems need **Housing Solutions**

Homelessness Strategy

Review of outcomes August 2012 to May 2013



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Introduction

This review period has once again seen many developments and changes across the Country and also locally within Cheshire West and Chester. Our continued commitment to end rough sleeping and to enable early intervention is one that remains consistent and provides the opportunity for innovative service delivery in a difficult economic climate. The Tenancy Strategy, which encourages best use of social housing stock across the Borough, was adopted in July 2012. Other aims of the Strategy are to meet the housing needs and accommodation related support needs of the most vulnerable residents whilst increasing the supply of affordable housing to support economic growth and development.

A Hospital Discharge Protocol and Pathway has now been agreed with the Countess of Chester Hospital and relevant partner agencies to prevent anyone being discharged as homeless and joint working will ensure the best outcome for the patient. A new provider for homelessness services across the Borough began work in November 2012. Foundation Enterprises North West was appointed following a long and detailed process of selection. This new organisation is a collaboration of Forum Housing Association and Chester and District Housing Trust. Some ambitious targets are in place which involves some exciting and very welcome new ways of engaging with people who are arguably the most marginalised and in need of clear and effective support in order to end their homelessness.

The No Second Night Out service soon reaches its first year anniversary and has already worked to divert over 100 people from rough sleeping. Regrettably, Shelter Cheshire, who hosted the NSNO worker, closed their office in Chester in March 2013. This however provided an opportunity for the staff member to become integrated into the Foundation Enterprise structure and further enhance the close working relationship with the outreach team.

Since the advent of the Housing Solutions advice line, 44, 000 calls were received in the first year, which is higher than anticipated and indicates a growing level of need across the Borough. We expect demand on our service to rise further given the recent overhaul to the welfare system. We shall continue to work in conjunction with internal and external partners to meet the need of people affected as efficiently and effectively as possible.

Some recent examples of work that will enable Housing Solutions to offer a more holistic and integrated service was the centralising of staff that were previously in the Northwich Information Centre into one team now based in Ellesmere Port which will allow us to continue to meet the needs of customers across Cheshire West and Chester.

In addition to this, from October 2013 the new Allocations Policy for Choice Based Lettings will also be in operation, signifying a major change to the housing register. The focus will be to dedicate the resources available to ensuring we are housing people who are most in need. There will also be a bespoke I.T system in place, all of which is a result of an enormous amount of joint working with our RP partners. Both developments will further enhance the service offered to the customer and allow for a greater number of options available under one roof.

One of the main priorities going forward is to increase the number of private rented properties available to our customers. The Localism Act enables Local Authorities to discharge a homelessness duty into the private rented sector as long as the tenancy is more at least 12 months. Options to explore the viability of this are currently underway.

In summary, of the 169 actions contained within the Homelessness Strategy;

- 156 are complete
- 6 are ongoing
- 7 are new actions
- 2 are on hold and will be reassessed in October 2013
- 5 will not be completed within the timescale of this Strategy. This may be due to the action no longer being relevant or there has been a change in priorities since the Strategy was agreed.

The table below outlines progress to date on the Strategy

Priority	Outcome
1. Preventing homelessness and developing the Housing Solutions service 47 actions	41 – complete 4 – ongoing 1 – on hold 1 – will not be completed within the timescale of the Strategy
2. Delivery of the enhanced Housing Options programme. 18 actions	All actions are complete
3. Addressing the Market conditions 21 actions	All actions are complete
4. Ending Rough Sleeping 42 actions	41 – complete 1 - will not be completed within the timescale of the Strategy
5. Improving Supported Accommodation and Move on 21 actions	17 – complete 1 – ongoing 3 - will not be completed within the timescale of the Strategy
6. Improving the Access to Permanent Accommodation 20 actions	18 – complete 1 – ongoing 1 – on hold

Our customers across Cheshire West and Chester remain at the heart of all we do and we shall continue to meet the needs that arise over the forthcoming year.

1 Action plan

1.1 Preventing homelessness and developing the housing solutions service						
Action	Lead and Key Partners	Resources	Timescales	Milestones	Targets and Customer Impact	Progress
Develop a case management procedure	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start April 2010 Complete June 2010	Write procedure April Training with staff May In place for all cases June	Consistent high quality service Service standards met	Complete. Case management procedure in place.
Regular monitoring of case files and service standards using standard proforma	Cheshire West and Chester Council Development Assistant Housing solutions	Within existing resources	Start April 2010 Ongoing	Proforma in place by April and take place monthly	Consistent high quality service Service standards met	Complete. Monthly monitoring in place.
Review and develop new service standards in conjunction with Strategic Housing and Supporting People	Cheshire West and Chester Council Special Projects Officer Housing solutions	Within existing resources	April 2012	In place by April 2012	Consistent high quality service	Complete. Service standards in place and being measured monthly.
Ensure staff have access to up-to-date and accurate	Cheshire West and Chester Council	Within existing resources	Start April 2010	Annually update the procedure manual	Consistent high quality service	Complete All staff have

information on legislation, case law and best practice	Operational Manager Housing solutions		Ongoing	Monthly review case law updates	Up- to-date procedure manual Legislation, code of guidance and case law files are on each PC	access to the legislation, code of guidance, case law and procedure manual.
Agree process to report performance to managers, Members and staff	Cheshire West and Chester Council Development Assistant Housing solutions	Within existing Resources	Start April 2010 Ongoing	To start April and take place monthly	Consistent high quality service Monthly reports	Complete. Performance routinely reported to managers and staff Quarterly newsletter, starting in June 2011 sent to partners and members.
Employ service users to do mystery shopping of Housing solutions service	Cheshire West and Chester Council Special Project Officer Housing solutions	Within existing resources	Start August 2010 Ongoing	Recruit service users August Training to take place September Mystery shopping to start October	Consistent high quality service Service standards met Increase customer engagement	Ongoing. Phase two of the Corporate Programme is now underway. Feedback is expected in early June 2013.
Review the service in line with the Key Lines Of Enquiries (KLOE's)	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	Start April 2010 Complete August 2010	Review current situation April Development service improvement plan July	To review the service and improve in line with the KLOEs Implement the service improvement plan	Complete. Detailed assessment of current position and improvement plan completed.

Complete benchmarking exercise of the Housing solutions service with other authorities	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	Start July 2011 Complete August 2011	Identify other services to benchmark July Complete benchmarking exercise August	Ensure the service provides value for money	Complete. Detailed benchmarking exercise completed by Housing Quality Network (HQN) Ongoing benchmarking with neighbouring authorities through the Cheshire Homelessness Group.
Develop a comprehensive information pack on the Housing Options available	Cheshire West and Chester Council Operational Manager Housing solutions	Communities and Local Government Local Government Review grant £9,000	Start April 2010 Complete June 2010	Agree range of leaflets April Send to graphics team May To be in place by June and to be reviewed annually	New easy read leaflets available to the public and on website Increase the accessibility of the service	Complete. Leaflets on all services within housing solutions are now available.
Develop a comprehensive suite of homelessness decision and housing options advice letters	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start April 2010 Complete May 2010	To be in place by May and to be reviewed annually	Standard letters in use for all decisions and advice Consistent high quality service	Complete. Templates for decision and housing options advice in place.
Develop an induction training pack for all	Cheshire West and Chester	Within existing Resources	Start April 2010	To be in place by May and to	Training pack in place and to be	Complete.

new staff	Council Operational Manager Housing solutions			be reviewed annually	used for all new starters Consistent high quality service	Induction process in place for new staff.
Develop an annual training programme for existing staff - Identify training issues and develop individual training plans, including job shadowing and mentoring plans	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start April 2010 Ongoing	Individual monthly meetings and a six monthly appraisal with all staff to identify and address training needs	An individual training programme for all staff to ensure they are able to provide a consistent, high quality service	Complete. Skills audit undertaken to identify skills and training requirements Training programme implemented.
Develop specialism's within the teams to include: rough sleepers, young people, domestic abuse, mental health and drug/alcohol misuse	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start May 2010 Complete July 2010	Staff identified within the team May Identify any training needs July	Members of staff trained in specialist areas to improve the knowledge and expertise within the team	Complete.
Develop a services users action plan	Cheshire West and Chester Council Special Projects Officer Housing solutions	Within existing resources	Start August 2010 Complete September 2010	Develop draft action plan August Consult and finalise action plan September	Services users action plan completed to ensure extensive consultation with service users	Complete. In place and work is ongoing to complete actions.
Ensure mediation is available for people facing relationship breakdown	Cheshire West and Chester Council Development Officer Housing solutions	Homelessness Grant	Start September 2010 Complete October 2010	Meet with Relate Cheshire in September Develop and agree a Service Level	Additional prevention option and a 10% reduction in the number of acceptances due to relationship	Complete. Available from July 2011 through Relate.

				Agreement (SLA) October	breakdown	
Develop a Housing Family Intervention Programme (FIP)	Cheshire West and Chester Council Development Manager Housing solutions and Children's Services Registered social providers	£130,000 (£65,000 Housing Challenge Fund)	Start January 2010 Complete May 2010	FIP staff in place April Referral arrangements agreed and in place May Attend quarterly steering group meetings	Additional prevention option Housing Family Intervention Programme to work alongside poverty and youth crime FIP Reduction in the number of evictions due to Anti Social Behaviour (ASB)	Complete. FIP in place Progress to be monitored at steering group meetings.
Develop and implement a Hospital discharge protocol	Cheshire West and Chester Council Development Officer Housing solutions Hospitals	Within existing resources	Start November 2010 Complete February 2011	Draft protocol November Consultation January Training and launch February	Implement protocol to improve joint working	Complete. Protocol in place with the Countess of Chester Hospital and key agencies.
Develop and implement a protocol with Children's Services for joint assessments Protocol to focus on 16 and 17-year-olds, care leavers, children in temporary accommodation and children of families who are intentionally	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	Start January 2010 Complete August 2010	Draft protocol January Consultation May Training and launch August	Implement protocol to improve joint working	Complete Protocol has been published and training for both teams has been carried out.

homeless						
Develop and implement a protocol with the Youth Offending Team (YOT)	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	Start June 2011 Complete September 2011	Joint meeting with YOT June Draft protocol July Training and launch September	Service that provides the relevant information, advice and assistance for young offenders	Complete.
Develop and implement a protocol with Adult Services	Cheshire West and Chester Council Senior Development Officer Housing solutions	Within existing resources	Start May 2013 Complete October 2013	Joint meeting May Draft protocol July Training and launch October	Implement protocol to improve joint working	Ongoing. Work is underway to establish the main areas to address.
Develop and implement an Illegal eviction and harassment procedure	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start April 2010 Complete July 2010	Draft protocol April Implement protocol May Police and Criminal Evidence ACT (PACE) training for staff July	Implement protocol to improve joint working	On hold. Reassess whether this is required in October 2013.
Develop and implement an Armed Forces protocol	Cheshire West and Chester Council Development Manager Housing	Within existing resources	Start February 2012 Complete May 2012	Draft protocol February Consultation March	Implement protocol to improve joint working	Complete. Covered by the Cheshire Community Covenant.

	solutions			Training and launch May		
Develop and implement a protocol for those fleeing domestic violence	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	Start June 2010 Complete September 2010	Draft protocol June Consultation August Training and launch September	Implement protocol to improve joint working	Complete. Protocol in place.
Implement the National Homelessness Advice Service (NHAS) model of joint working agreement between local housing authorities and independent advice agencies on the prevention of homelessness	Cheshire West and Chester Council Development Officer Housing solutions CAB and Shelter	Within existing resources	Start July 2010 Complete September 2010	Meeting with NHAS July Training and launch September	Implement protocol to improve joint working	Complete. Shelter office in Chester closed in March 2013. Social Welfare Advice Partnership (SWAP) is a regular meeting for key agencies to improve and develop joint working.
Develop and implement a protocol with Housing Benefit To include rent arrears, Local Housing Allowance (LHA), disclosing	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start June 2010 Complete August 2010	Draft protocol June Consultation July Training and launch August	Implement protocol to improve joint working	Complete. Protocol in place. Joint working underway with housing benefit staff, such as home

information, Discretionary Housing Payments (DHP), fast track claims, back dating claims, Housing Benefit (HB) staff based within the team	Housing Benefit Manager					visits.
Develop a training programme for key partners to include job shadowing and joint team meetings To include Housing Benefit, Registered Providers, Connexions, CAB, SP Providers, Job Centre Plus, Primary Care Trust (PCT), drug and alcohol services, mental health services	Cheshire West and Chester Council Operational Manager - Housing solutions	Within existing resources	Start June 2010 Complete September 2011	Develop programme June Deliver programme from July	Increase the understanding of housing options among key partners improving joint working and ensure timely referrals	Complete. Job shadowing underway with some teams.
Develop a short course to be delivered to partners on the Housing solutions Service	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	Start June 2010 Complete September 2011	Develop a course June Deliver to partners from July	Increase the understanding of housing options among key partners improving joint working and ensure timely referrals	Complete. Short presentation developed and delivered to a wide range of partners.
Develop a multi agency monitoring toolkit to understand	Cheshire West and Chester Council	Resource implications unknown	Start June 2011	Develop toolkit June	Accurate data collection to show the nature and	This action will not be completed within the timeframe of the

<p>true levels of homelessness across Cheshire West</p>	<p>Development Assistant Housing solutions</p>		<p>Complete March 2012</p>	<p>Consult August Training for staff November Training for partners January Implement from April 2012</p>	<p>extent of homelessness</p>	<p>strategy.</p>
<p>Promote the service in relation to Black, Minority, Ethnic (BME) groups</p>	<p>Cheshire West and Chester Council Development Manager Housing solutions</p>	<p>Within existing resources</p>	<p>Start April 2011 Complete June 2011</p>	<p>Develop a publicity campaign action plan April Implement June</p>	<p>Press releases and posters to raise awareness of the service</p>	<p>Complete. Targeted use of customer satisfaction surveys and actions resulting from feedback has been completed. Equality assessments are carried out on all new strategy/policy documents to ensure there will not be a disproportionate effect on any minority group. Recent examples available are the allocations policy and tenancy strategy equality assessments.</p>

Improve access to and quality of information for people aged 50+	Cheshire West and Chester Council Development Manager Housing solutions	Resource implications unknown	Start August 2010 Complete March 2011	Implement the actions from the Older persons housing strategy	Service that provides the relevant information, advice and assistance for older people	Complete. Ageing Well strategy now in place. Older person's strategy has been reviewed and actions agreed.
Ensure that information is available on the Housing solutions Service in reception areas of Civic Way and the Information Centre	Cheshire West and Chester Council Operational Manager Housing solutions	Resource implications unknown	Start June 2010 Complete June 2011	Agree standard information to be displayed and responsibility for maintaining June Produce a DVD with housing options advice to be played in waiting-room April	Information on the housing options available in the reception areas - posters, signage, appointment times, contact details, leaflets Increase the accessibility of the service	Complete. Display area in Northwich completed Refurbishment of Civic Way reception has been completed.
Ensure appropriate and safe interview room provision	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start April 2010 Complete September 2010	Safety alarms to be installed July	All homelessness assessment appointments to be completed in an interview room All customers asked would they prefer to use an interview room for housing options appointments Safety alarms in all interview rooms	Complete. Interview rooms available across the borough with alarms installed.

Increase the accessibility of the Housing solutions Service by extending the opening times	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start May 2010 Complete August 2010	Three month pilot in Northwich to extend opening hours – five pm till seven pm May To be rolled out if successful	Service more accessible though extended opening hours	Complete. Pilot completed but due to low demand was not continued Redesign of the service has increased the accessibility through the telephone advice line and video kiosk.
Increase the accessibility of the Housing solutions Service by providing an outreach service	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start September 2010 Complete January 2011	Consultation to agree outreach in rural areas September Three month pilot for outreach October	Service more accessible though more outreach	Complete. Redesign of the service has increased the accessibility through the telephone advice line and video kiosk Due to a significant increase in demand unable to provide outreach.
Implement an advice line providing information and advice 24/7	Cheshire West and Chester Council Development Manager	Resource implications unknown	Start April 2011 Complete July 2011	Three month pilot to trial evening telephone line 5 pm till 10pm	Increase the accessibility of the housing solutions Service	Complete. Advice line in operation during working hours. Out of hour's service

	Housing solutions			April To be rolled out if successful		also available.
Introduce multi-agency surgeries	Cheshire West and Chester Council Senior Manager Housing solutions	Within existing resources	Start October 2010 Complete January 2011	Research and consultation with customers October Find suitable location and advertise the service November	Multi-agency surgeries to ensure customers receive a holistic service	Complete. Enhanced housing options provides a holistic service Further remodelling of the service will continue into year four.
Consider the future service delivery model for housing solutions including a one stop shop approach for all housing and employment advice	Cheshire West and Chester Council Senior Manager Housing solutions	Resource implications unknown	Start May 2010 Complete October 2010	Options appraisal to start May	Remodelling of the service One stop shop model adopted	Complete. Enhanced housing options provides a holistic service Further remodelling of the service will continue into year four.
Introduce an IT system to capture housing options information	Cheshire West and Chester Council Senior Manager Housing solutions	CLG homelessness grant £8,000	Start January 2010 Complete April 2010	Buy system and train staff February Live system from April	Effective IT system in use Consistent high quality service	Complete. Peter Lally I.T system implemented in April 2010.
Introduce Wi-Fi technology for home visits and out of hours service	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start April 2010 Complete September 2010	Four Laptops purchased by April All staff to use laptops September	All officers carrying out home visits and out of hours duty have access to laptops	Complete. Laptops and mobile broadband available for staff to use.

Introduce the use of text messages for reminders and updates	Cheshire West and Chester Council Operational Manager Housing solutions	Resource implications unknown	Start July 2010 Complete September 2010	Research use of text messages July Start using text messages from September	Text messaging in place and used regularly Monitored by case checks and mystery shopping	Complete. Staff send reminders of appointments to customers on a regular basis.
Use laptops during housing options appointments	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start September 2010 Complete October 2010	Training for staff September Laptops used during appointments October	Laptops used during housing options appointments Improve efficiency	Complete. All equipment available for staff to use during appointments.
Deliver housing options appointments through teleconferencing / Webcam	Cheshire West and Chester Council Operational Manager Housing solutions	Resource implications unknown	To start September 2012 Complete January 2013	Research use September Start using from January	Increased use of technology to increase the accessibility of the service for rural communities	Complete. Video kiosks available across the borough enabling customers to have face to face contact with the housing solutions team without having to travel into the offices.
Hold a conference to raise awareness of the service and launch the strategy	Cheshire West and Chester Council Development Manager Housing solutions	Resource implications unknown	Start July 2010 Complete October 2010	Organisation of conference to start July Conference to take place October	To raise awareness of the Homelessness Strategy Gain corporate and partner commitment to ending homelessness	Complete. Conference held at Chester race course in November 2010. 200 people attended and the Homelessness Strategy was launched.

Bring the Housing Options service delivered by Chester and District Housing Trust back in house	Cheshire West and Chester Council Development Manager Chester and District Housing Trust Housing solutions	Within existing resources	Start April 2011 Complete by October 2011	Implement and complete tasks from the action plan	Customers benefit from one service that covers Chester and Ellesmere Port	Complete. Staff are now working from Ellesmere Port, covering both areas.
Integrate Choice Based Lettings (CBL) and the housing solutions Service	Cheshire West and Chester Council Development Manager Plus Dane Chester and District Housing Trust Weaver Vale Housing Trust	Within existing resources	Start September 2012 Complete October 2013	Implement and complete tasks from the action plan	To provide an integrated service with housing solutions To improve the customer journey through offering a more comprehensive service	Ongoing. Work is ongoing with housing solutions and partner agencies to deliver agreed actions to integrate CBL within the housing solutions service.
Explore I.T solutions to support the integration of CBL and housing solutions Procure a bespoke I.T model to record CBL functions	Cheshire West and Chester Council Development Manager Project team	Within existing CBL payments	Start September 2012 Complete October 2013	Implement and complete tasks from the action plan	To provide a clear simple mechanism for customers to apply for social housing.	Ongoing. A preferred supplier was appointed in April 2013 and the I.T system is currently being configured.
Research Local Lettings models and undertake a feasibility study to implement a Local Lettings agency in Cheshire West and Chester	Cheshire West and Chester Council Development Manager Housing solutions	Resource implications unknown	Start June 2012 Complete by August 2012	Report identifying different models and feasibility completed.	Clarity on which Local Lettings model would be feasible to introduce across Cheshire West and Chester Council	Complete. Research and feasibility study has been completed. Decision not to implement a local

						lettings agency at present.
1.2 Delivery of the enhanced housing options programme						
Action	Lead and Key Partners	Resources	Timescales	Milestones	Targets and Customer Impact	Progress
Employ a Enhanced Housing Options (EHO) project officer Post holder to implement and monitor the EHO programme	Cheshire West and Chester Council Development Manager Housing solutions	CLG grant £19,000	Start April 2009 Complete April 2009	Project Officer in post by April 2009	Successful delivery of the EHO programme	Complete. In post April 2009.
Develop a new housing options form	Cheshire West and Chester Council EHO Project Officer Housing solutions	Within existing resources	Start May 2010 Complete August 2010	Research good practice May Draft new form July	Housing options form to include EHO triggers	Complete. In use by team.
Develop EHO monitoring frameworks	Cheshire West and Chester Council Project Officer Housing solutions	Within existing resources	Start March 2010 Complete April 2010	Agree Local Performance Indicators (LPI's) from March Establish monitoring framework from March Collection and monitoring to	Accurate monitoring of the programme against the targets	Complete.

				start from April		
Employ 2 Employment solutions Mentors Post holders will support homeless households through training and into employment	Cheshire West and Chester Council Project Officer Housing solutions Workability Plus	EHO grant £27,000 per Mentor Total £81,000	Start April 2009 Complete October 2009	Job description drafted and advertised April Post holders in post October Outcomes to be reviewed quarterly	60 cases per year (total 120) 90% of cases into training , 30% of cases into employment Provide an holistic service	Complete. Employment solutions mentor in post September 2009.
Employ 0.5 Employment solutions Training Coordinator Post holder will deliver a programme of pre-employment training aimed at helping households into employment	Cheshire West and Chester Council EHO Project Officer Housing solutions Workability Plus	EHO grant £13,500 per Coordinator Total £27,000	Start April 2009 Complete October 2009	Job description drafted and advertised April Post holder in post October Outcomes to be reviewed quarterly	Deliver a programme of pre-employment training courses on building self esteem, completing application forms, interview techniques, communication skills and basic literacy skills Provide an holistic service	Complete. Employment solutions training officer in post September 2009.
Employ 2.5 Money Advice Workers Post holder will hold debt advice surgeries and work with supported accommodation providers and Registered Providers (RP's) around financial inclusion	Cheshire West and Chester Council EHO Project Officer Housing solutions	EHO grant £27,000 per Worker	Start April 2009 Complete April 2010	Job description drafted and advertised April 09 Post holders in post April Outcomes to be reviewed quarterly	Case load of 100 and twenty five cases per year (two hundred and 50 in total) 50% of cases to receive personalised plan Increase the number of individuals prevented from	Complete. 2.5 Money Advice Workers in post.

					becoming homeless due to arrears – total of 50 cases prevented per year Provide an holistic service	
Employ 1 Resettlement worker Post holder will deliver housing advice and assistance to offenders across Cheshire West, including Prolific and Priority Offenders (PPO's)	Cheshire West and Chester Council Project Officer Housing solutions	EHO grant £23,000 per Worker Total £46,000	Start April 2009 Complete June 2009	Job Advertised April Post holders in post June Outcomes to be reviewed quarterly	Case load of 100 cases per year (two hundred in total) 50% of cases to be accommodated Provide an holistic service	Complete. Resettlement worker on secondment from Chester and District Housing Trust from April 2009.
Develop and implement a Prison Release Protocol	Chester and District Housing Trust Resettlement Worker Probation and Prisons	Within existing resources	Start August 2009 Complete July 2010	Consultation on draft October Training and launch July	Implement protocol to improve joint working Monitor number of prisoners released No Fixed Abode (NFA)	Complete. Protocol launched December 2010.
Provide three jobs from the Future Jobs Fund within the Housing Solution Team	Cheshire West and Chester Council Employment solutions Mentor Housing solutions	Within existing resources	Start August 2009 Complete June 2010	Complete paperwork December Placements to start June	Three employment opportunities within the housing solutions service	Complete. Four successful placements have been completed. One person employed on a 12 month temporary contract as a result.

Explore the possibility of providing work experience placements within the team	Cheshire West and Chester Council EHO Project Officer Housing solutions	Within existing resources	Start August 2010 Complete September 2010	Meeting with HR August Placements to start September	Provide work experience placements within the team to help people gain employment	Complete. Six successful work experience placements within housing solutions including two National Management Trainees.
Provide information and advice on the full range of housing advice and work opportunities via Digital TV	Cheshire West and Chester Council EHO Project Officer Housing solutions	EHO grant £30,000	Start June 2010 Complete October 2010	Research products available June Implement locally August	Cheshire West and Chester Council page on Digital TV Increase the accessibility of the service	Complete. Comprehensive research undertaken, digital TV was not found to be a cost effective option Other options considered and implemented included updated website and video kiosks.
Provide information and advice via a housing advice hub	Cheshire West and Chester Council EHO Project Officer Housing solutions	Resource implications unknown	Start June 2010 Complete October 2010	Research products available June Implement locally August	Housing advice hub in operation Increase the accessibility of the service	Complete. Self serve areas across the borough giving customers access to telephone advice line, updated website and video kiosk.
Implement and	Forum Housing	Within existing	Start	Live from	To form part of	Complete.

<p>monitor Family Intervention, Research and Mediation Foundations (FIRM)</p> <p>All 16 and 17 yr olds threatened with homelessness to be assessed using the Outcome Star Tool to identify the individual needs of the young person taking into account, health, education, training, employment etc.</p> <p>Consider future service delivery to include all young people</p>	<p>Association</p> <p>Cheshire West and Chester Council Development Manager - Housing solutions</p>	<p>Forum resources</p> <p>CLG homelessness grant £25,000</p>	<p>January 2009</p> <p>Complete July 2010</p>	<p>January</p> <p>Bi monthly meeting of the steering group to review outcomes</p> <p>Complete a detailed analysis of the project June</p>	<p>the pathway of services aimed at young people</p> <p>To see all 16 and 17 year olds who contact the team and ensure that they receive a service which is tailored to the individual and person centred</p> <p>Provide research data into the nature and extent of youth homelessness to inform future service delivery</p>	<p>Excellent feedback received from pilot</p> <p>The service has been commissioned for a further 12 months</p> <p>Complete.</p> <p>The service model has been extended to include all young people</p> <p>Research report Published and circulated.</p>
<p>Deliver a School Educational Programme employing a young person to act as a young person's representative</p>	<p>Forum Housing Association</p>	<p>Included within the costs of FIRM Foundations</p>	<p>Start April 2010</p> <p>Complete March 2011</p>	<p>Design programme April</p> <p>Deliver programme from June</p>	<p>Programme delivered to year ten and eleven pupils across West Cheshire by March 2010</p> <p>Young person's rep to attend homelessness forum and conduct consultation</p>	<p>Complete.</p> <p>Some sessions delivered but no capacity within Forum to deliver a full programme.</p>
<p>Deliver Housing advice aimed at young people</p>	<p>Forum Housing Association</p>	<p>Included within the costs of FIRM</p>	<p>Start July 2010</p>	<p>Agree information to be included August</p>	<p>Live information on relevant web</p>	<p>Complete.</p> <p>Forum provides a</p>

through social networking sites		Foundations	Complete October 2010		pages Increase the accessibility of the service	number of web based ways of delivering advice.
Deliver training to housing solutions staff focusing on young people to ensure that a tailored service is provided to young people	Forum Housing Association	Included within the costs of FIRM Foundations	Start July 2010 Complete September 2010	Design training course Training to be delivered during August and September	Tailored service to young people Consistent high quality service	Complete. Training delivered to housing solutions teams by Firm Foundations staff.
Assess the contribution that the EHO programme will make in assisting the Local Authority to meet indicators in the Local Area Agreement (LAA)	Cheshire West and Chester Council EHO Project Officer Housing solutions	Within existing resources	Start June 2010 Complete August 2010	Identify relevant National Indicators (NI's) June Inform the Local Strategic Partnership (LSP) of EHO outcomes quarterly	Ensure the continuation of the EHO programme post March 2011	Complete. The NI's were regularly used, but are no longer in existence.
Develop a business case to ensure future funding of the Enhanced Housing Options programme	Cheshire West and Chester Council Senior Manager - Housing solutions	Resource implications unknown	Start June 2010 Complete September 2010	Meet with consultant June	Ensure the continuation of the EHO programme post March 2011	Complete. Analysis of the programme completed specialist housing posts and money advice to continue.

1.3 Addressing the current market conditions						
Action	Lead and Key Partners	Resources		Milestones	Targets and Customer Impact	Progress
Employ 1 Mortgage Arrears Adviser Post holder will provide housing advice and assistance to clients experiencing difficulties with mortgage payments and deliver the Mortgage Rescue Scheme	Cheshire West and Chester Council Development Manager Housing solutions	CLG allocation to prevent repossessions £27,000 per Worker	Start April 2009 Complete November 2009	Job Advertised June Post holder in post November Outcomes to be reviewed quarterly	Case load of 50 cases per year Increase the number of individuals prevented from becoming homeless due to mortgage repossession – total of twenty five cases prevented per year Provide a holistic service	Complete. Experienced mortgage adviser in post from October 2009.
Deliver and monitor the Mortgage Rescue Scheme (MRS)	Cheshire West and Chester Council Mortgage arrears adviser Housing solutions	Within existing resources	Start August 2009 Complete September 2009	Implement MRS August Ensure CLG Mortgage Rescue monitoring form is returned monthly from September Promote the scheme	Provide an additional prevention option Eight successful MRS case per year	Complete. Mortgage arrears adviser administers the Council's MRS responsibilities and monitors successful applications.

Develop the Prevention Fund to include larger payments for homeowners and tenants at risk of repossession or eviction as a result of the recession	Cheshire West and Chester Council Mortgage Arrears Adviser Housing solutions	£35,000	Start January 2010 Complete March 2010	Draft policy January	Provide an additional prevention option Ten households prevented from becoming homeless due to repossession or eviction	Complete. The prevention fund is now used in exceptional cases to prevent homelessness for mortgage and rent arrears cases.
Monitor and analyse data to assess trends and improve the service to homeowners in mortgage difficulties	Cheshire West and Chester Council Mortgage arrears adviser Housing solutions	Within existing resources	Start April 2010 Complete March 2012	Quarterly reports	Collect the number of mortgage-related enquiries each month and target interventions accordingly	Complete. Monthly figures are collected and new methods of working are regularly incorporated into the role.
Develop effective joint working arrangements with the courts and service providers of the local court desks Promote Court desk service to encourage households to attend Court	Cheshire West and Chester Council Mortgage Arrears Adviser Housing solutions	Within existing resources	Start January 2010 Complete August 2010	From January 2010 attend Court User Group March 2010 develop SLA with court desk providers Literature to promote Court Desks sent to all households facing repossession August	Effective joint working arrangements with the courts	Complete. Court desks are operational across Cheshire West and Chester. Appropriate leaflets are sent to all identified households.
Develop links with the Credit Union Promote Credit	Cheshire West and Chester Council Development	Within existing resources	Start June 2009 Complete	Set up meeting with credit union June 2009	Effective joint working arrangements with the Credit	Complete.

<p>Union to service users (website /newsletters)</p> <p>Raise awareness of illegal lending and loan sharks</p> <p>Amend the Rent Bond procedure to make a £10 contribution to open up credit union account for clients accessing accommodation through the Housing solutions team</p>	Officer Housing solutions		October 2010	<p>Agree referral mechanisms July 09</p> <p>September 2010 arrange training for Housing solutions Advisers as Credit union volunteers to enable direct sign up to credit union</p>	<p>Union</p> <p>To promote saving and raise awareness regarding borrowing</p>	Credit Union accounts can be opened for rent bond applicants.
<p>Training and briefing for all one stop shop/call centre staff so they know what action, advice or signposting is required to help homeowners seeking help</p>	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	<p>Start June 2010</p> <p>Complete July 2010</p>	Briefing for staff to be completed July	<p>Staff fully trained with a basic set of written procedures</p> <p>Consistent high quality service</p>	<p>Complete.</p> <p>Training has been completed and written procedures provided to staff.</p>
<p>Develop a local Pre- eviction protocol with Cheshire West and Chester Council Landlord Services, Muir, Weaver Vale Housing Trust and Chester and District Housing Trust including timely referrals to housing solutions</p>	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	<p>Start July 2010</p> <p>Complete September 2010</p>	<p>Draft protocol July</p> <p>Meet with main registered social providers and agreed protocol August</p>	<p>Joint protocol and referral systems in place</p> <p>Reduction in evictions from registered social providers of accommodation</p>	<p>Complete.</p> <p>Protocol now in place.</p>

Work with private sector landlords to prevent evictions due to rent arrears Including presentation at landlords forum, hotline for landlords, joint working with HB, and information on Housing solutions contained within the landlord guide	Cheshire West and Chester Council Private Sector Liaison Officer (PSLO)	Within existing resources	Start April 2010 Complete March 2011	Quarterly article in landlord newsletter	Raise awareness of the service with landlords and reduce evictions from the private rented sector	Complete. Information on housing solutions included in landlord guide and private housing newsletter. Ongoing involvement with landlords forum
Raise awareness of buy to let repossessions	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	Start September 2010 Complete October 2010	Press release to be completed September	Raise awareness of buy to let repossessions and help available	Complete. Factsheet published highlighting this issue.
Carry out high profile publicity campaign to include regular press releases, internal news bulletins, large posters, billboards, notices on buses to raise awareness of the help available from housing solutions team	Cheshire West and Chester Council EHO Project Officer Housing solutions	£20,000	Start April 2010 Complete March 2011	Develop a publicity campaign action plan April Main publicity month July	Raise awareness of the service Increase access to the service for homeowners	Complete. Successful media campaign completed throughout July and August 2010.
Establish regular housing solutions advice slots on local radio stations	Cheshire West and Chester Council Project Officer Housing solutions	Within existing resources	Start April 2010 Complete March 2011	Quarterly advice slots on the radio	Raise awareness of the service	Complete. Regular radio slots giving advice carried out throughout year one.

Produce leaflets for Mortgage Arrears, Private / Social Rented, Sale and Rent back schemes	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start April 2010 Complete June 2010	Draft leaflets April Send to graphics team May	Raise awareness of the service	Complete. All leaflets completed and widely available for customers
Distribute specific advice to new Right To Buy (RTB)/shared ownership customers to prevent repossessions	Cheshire West and Chester Council Mortgage Arrears Adviser Housing solutions	Within existing resources	Start July 2010 Complete September 2010	Draft leaflet July Send to graphics team August	Raise awareness of the service Prevent homelessness for RTB and shared ownership customers	Complete. Fact sheets available on both subjects.
Distribute leaflets in appropriate places including NHAS advice leaflet and Cheshire West and Chester Council advice leaflet	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start June 2010 Complete August 2010	Distribute in all key public buildings	Raise awareness of the service	Complete. Leaflets and posters widely distributed and available for customers.
Send the NHAS leaflet to all owner occupiers or households stating they have issue with debt, joining the councils housing waiting list, as it is likely they may be experiencing difficulties with their mortgage	Cheshire West and Chester Council Operational Manager Housing solutions Chester and District Housing Trust Weaver Vale	Within existing resources	Start August 2010 Complete September 2010	Identify relevant households August	Raise awareness of the service Prevention of homelessness for owner occupiers	Complete. Mortgage arrears leaflet is sent out to households this adequately covers all information. To be available on our web pages.

	Housing Trust					
<p>Ensure Website provides full information on all services available, including money advice and assistance with mortgage and rent arrears</p> <p>Publicise the Directgov website and provide a link from Cheshire West and Chester Council website to it</p>	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	<p>Start April 2010</p> <p>Complete June 2010</p>	<p>Draft information April</p> <p>Agree content May</p> <p>Upload information onto the website June</p>	Raise awareness and increase the accessibility of the service	<p>Complete.</p> <p>Full range of information on services available on website including video clips.</p>
Develop a Housing solutions news bulletin for internal and external stakeholders	Cheshire West and Chester Council EHO Project Officer Housing solutions	Within existing resources	<p>Start April 2010</p> <p>Complete March 2015</p>	Quarterly Newsletter	Raise awareness of the service	<p>Complete.</p> <p>Newsletter sent to stakeholders quarterly.</p>
Regular articles in Corporate / tenants Newsletter	Cheshire West and Chester Council EHO Project Officer Housing solutions	Within existing resources	<p>Start April 2010</p> <p>Complete March 2011</p>	Monthly articles	Raise awareness of the service	<p>Complete.</p> <p>Regular articles featured in publications such as 'Talking Together' and 'What's Occurring?'</p>
Newsletter/fact sheet to be distributed in schools, supermarkets and GP surgeries	Cheshire West and Chester Council EHO Project Officer	Within existing resources	<p>Start June 2010</p> <p>Complete August</p>	<p>Identify distribution list June</p> <p>Distribute</p>	Raise awareness of the service	<p>Complete.</p> <p>awareness raising through posters, leaflets, advice surgeries in</p>

	Housing solutions		2010	information July		supermarkets and two road shows throughout year one
Ensure information on the housing solutions service is included on the council tax bills	Cheshire West and Chester Council EHO Project Officer Housing solutions	Within existing resources	Start January 2010 Complete April 2010	Agree content with Council Tax January	Raise awareness of the service	Complete. Information on housing solutions included in council tax bills information booklet.
1.4 Ending rough sleeping						
Action	Lead and Key Partners	Resources	Timescales	Milestones	Targets and Customer Impact	Progress
Develop a steering group to deliver the rough sleeping action plan	Cheshire West and Chester Council Development Manager Housing solutions All service providers	Within existing resources	Start April 2010 Complete May 2010	Group to meet bi monthly	Deliver of the action plan to end rough sleeping across Cheshire West and Chester	Complete. Group established and meeting bi monthly to ensure delivery of the action plan.
Review the Complex Needs Meeting to be more outcome focused, expand remit to include those at risk of rough sleeping and set up meeting to focus on Northwich	Chester Aid to The Homeless	Within existing resources	Start April 2010 Complete May 2010	Revise terms of reference and frequency April Set up a regular meeting in Northwich May	Up to date forum that reflects best practice and meets the needs of all agencies	Complete. Complex needs meeting and membership reviewed and agreed. Meetings regularly held in Chester and Northwich.

Complete a CLG Rough Sleepers count every other year	Cheshire West and Chester Council Development Manager Housing solutions	£7000 within existing resources	Start April 2010 Complete March 2014	Counts to be completed March 2010, 2012, and 2014	Improved knowledge of rough sleeping in Cheshire West and Chester	Complete. Head count completed in March 2010 Rough sleeping estimates now submitted annually to Homeless Link.
Improve data capture and information relating to rough sleepers to include flow, stock and returners	Cheshire West and Chester Council Development Officer Housing solutions Chester Aid to The Homeless	Within existing resources	Start April 2010 Complete October 2010	Data collection and outcome monitoring to be agreed as part of SLA for COAT and Day Centre April Implement Prevention Opportunities Mapping and Planning Toolkit (PrOMPT) June	Improved knowledge of rough sleeping in Cheshire West and Chester Ability to feed data on demand and outcomes to inform and improve future service delivery	Complete Monitoring information from COAT now much more comprehensive and includes flow, stock, returners. PrOMPT completed and report published.
Improve data capture across agencies so that there is one clear picture of need, provision and outcomes	Chester Aid to The Homeless	Resource implications unknown	Start June 2010 Complete September 2010	Explore the options available taking account of best practice June	Improved knowledge of rough sleeping in Cheshire west and Chester Ability to feed data on demand	Complete. Comprehensive data capture through Contact, Outreach, Assessment Team (COAT). Picture of

					and outcomes to inform future service delivery	need linked with mapping of customer journey
<p>To process map the customer journey into services and develop a clear process with a first point of contact</p> <p>Clarify what expectations there are on service providers, and ensure effective referral arrangements</p>	<p>Cheshire West and Chester Council Development Officer Housing solutions</p> <p>Chester Aid to The Homeless</p> <p>Chester and District Housing Trust</p>	Within existing resources	<p>Start June 2010</p> <p>Complete October 2010</p>	<p>Meeting to discuss and agree customer journey June</p> <p>Develop clear scripts to ensure consistency, protocols to aid joint working and service standards to monitor performance August</p>	<p>Clearly identifiable first point of contact for those faced with rough sleeping</p> <p>Agreed script and service standards in place which are communicated to clients</p>	<p>Complete</p> <p>Initial meeting with key agencies in June 2010.</p>
Set up a dedicated rough sleeper hotline for members of the public to report rough sleeping	<p>Cheshire West and Chester Council Development Manager Housing solutions</p> <p>Chester Aid to The Homeless</p>	Resource implications unknown	<p>Start July 2010</p> <p>Complete September 2010</p>	<p>Explore the options available July</p> <p>Phone line in operation and widely publicised September</p>	<p>Published hotline number to provide clarity over how to report rough sleepers</p> <p>Increase the accessibility of the service</p>	<p>Complete.</p> <p>Rough sleeper hotline number now in place;</p> <p>0300 123 1562.</p>
Develop a comprehensive directory of services available for rough sleepers	<p>Cheshire West and Chester Council Development Officer Housing solutions</p> <p>Homelessness Forum</p>	Within existing resources	<p>Start June 2010</p> <p>Complete September 2010</p>	<p>Agree content and layout July</p> <p>Directory available September</p>	<p>Directory available online and paper copies at reception outlets</p> <p>Raise awareness and increase the accessibility of the service</p>	<p>Complete.</p> <p>Directory launched by Supporting People and has been widely distributed.</p>

Recruit to Alcohol Worker post Temporary post part time for 12 months	Cheshire West and Chester Council Senior Manager Housing solutions Chester Aid to The Homeless Alcohol Services	£25000 CLG rough sleeping grant	Start January 2010 Complete April 2010	Recruit to post February Post holder in post April Outcomes to be reviewed quarterly	Reduction in number of street based drinkers, measured through monthly street drinking audits Reduction in the number of refusals/evictions from accommodation providers Reporting success to CLG on a monthly basis	Complete. Worker appointed for twelve months March 2010 First baseline audit carried out in June 2010 Evidence that post was successful in providing support to customers.
Secure additional funding to continue to employ the Alcohol Worker	Alcohol Services	£25,000 to deliver the post for 12 months	Start September 2010 Complete March 2011	Identify additional funding opportunities through alcohol steering group September	Continue to deliver the role post March 2011	Complete. Funding to continue post not available. Aqua house staff now work with drug and alcohol clients.
Agree formal objectives for the outreach service	Cheshire West and Chester Council Development Manager Housing solutions Chester Aid to The Homeless	Within existing resources	Start March 2010 Complete May 2010	Agree SLA for COAT March Monthly reports and monitoring meetings from April	Clear objectives to ensure the best possible outreach provision, focussed on delivering 2012 target	Complete. SLA in place. Monitoring reports are being received on a monthly basis and outreach reports being received weekly.
Revise outreach report to be focused on outcomes	Cheshire West and Chester Council	Within existing resources	Start March 2010	Agree SLA for COAT March	Improved reporting arrangements to	Complete. SLA in place.

	Development Manager Housing solutions Chester Aid to The Homeless		Complete May 2010	Monthly reports and monitoring meetings from April	improve service delivery	Monitoring reports are being received on a monthly basis and outreach reports being received weekly.
Improve contract monitoring arrangements for the outreach service	Cheshire West and Chester Council Development Manager Housing solutions Chester Aid to The Homeless	Within existing resources	Start March 2010 Complete May 2010	Agree SLA for COAT March Monthly reports and monitoring meetings from April	Formal contract monitoring meetings monthly to improve service delivery	Complete. Contract monitoring meetings being held on a monthly basis.
Review outreach shift patterns	Cheshire West and Chester Council Development Manager Housing solutions Chester Aid to The Homeless	Within existing resources	Start March 2010 Complete May 2010	Agree SLA for COAT March Monthly reports and monitoring meetings from April	Maximise contact time on the streets	Complete. Outreach patterns reviewed and included within SLA with a greater focus on outreach with a minimum of six outreach sessions per week.
Engage with partners to involve them on the outreach rota	Chester Aid to The Homeless Housing solutions Police Drug services Alcohol services	Within existing resources	Start July 2010 Complete August 2010	Agenda item for Steering group to be agreed and implemented by August	Improve the service by providing a more holistic approach and build capacity through joint working	Complete. Outreach now undertaken with Police/PCSO's, rough sleeper adviser, alcohol outreach worker, housing solutions teams.
Revise procedures	Chester Aid to	Within existing	Start March	Research best	More assertive	Complete.

so that outreach work is assertive in a way that reflects best practice	The Homeless Cheshire West and Chester Council Development Officer Housing solutions	resources	2010 Complete May 2010	practice and address any training required for staff March Full procedures in place for outreach team March Waking of rough sleeping if found during outreach walks and immediate engagement April	outreach in place	Assertive outreach now in place and carried out regularly Rough sleepers are woken when found and offered access to accommodation.
Increase service user feedback on outreach services	Chester Aid to The Homeless	Within existing resources	Start March 2010 Complete May 2010	Agree SLA for COAT March Monthly reports and monitoring meetings from April	Better opportunity for service user feedback to shape future services	Complete. Consultation carried out by Chester Aid to The Homeless and feedback collected
Conduct a training needs analysis of outreach staff	Chester Aid to The Homeless	Within existing resources	Start March 2010 Complete May 2010	Shadowing of Housing solutions Team March Meeting with Homeless Link April	Fully trained staff, up to date on best practice	Complete.
Ensure service commissioners and providers are aware of best practice and that this informs future service delivery	Chester Aid to The Homeless Cheshire West and Chester Council Development	Within existing resources	Start April 2010 Complete March 2015	To attend 4 conferences per year To attend 4 visits to other providers each	Excellent service delivery and reduced levels of rough sleeping	Complete. Cheshire West and Chester Council staff have attended conferences in Blackpool/York/

	Officer Housing solutions			year Support from CLG Specialist Adviser		Manchester/ London.
Chester Aid to The Homeless to meet with Homeless Link to consider being part of a mentoring programme	Chester Aid to The Homeless	Within existing resources	Start April 2010 Complete June 2010	Meeting with Homelessness Link April	Improved knowledge of best practice in outreach and tackling rough sleeping	Complete. Meeting has taken place with Robert Bisset of Chester Aid to The Homeless and Paul Connery of Homeless Link.
Change how the day centre is used, with a focus on structured activities in the afternoon, that seek commitment and engagement	Chester Aid to The Homeless Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	Start March 2010 Complete May 2010	Chester Aid to The Homeless to detail an activities programme March To be agreed and included within the SLA for the day centre March To be implemented from April	Improved engagement by residents Establishing the day centre as a resource for use by all hostel residents, irrespective of where accommodated	Complete. Structured activity sessions now in place on Tuesday, Wednesday and Thursdays within the Centre.
Review opening hours of the day centre Consider earlier opening hours, especially with a	Cheshire West and Chester Council Development Manager Housing solutions	Within existing resources	Start March 2010 Complete August 2010	Day centre to be used for drop in during the morning and structured activities during the afternoon	A day centre that is not just about refreshments with a focus on engagement and moving forward	Complete. HTC now open five days a week for drop in the mornings and activities in the

view to coincide with police enforcement action	Chester Aid to The Homeless			April Meeting to consider opening hours July	Early morning opening to facilitate joint work with police	afternoon Early morning access available to COAT in order to work with clients when necessary.
Set up a social enterprise scheme operating from the day centre	Chester Aid to The Homeless	Within existing resources	Start March 2010 Complete May 2010	To be agreed and included within the SLA for the day centre March To be implemented from April	Improved engagement with service users	Complete. Chester Aid to The Homeless are working with Blacon Community Trust and Rengensis. Funding for start up costs also being sought.
Develop a formal link between Crispin House and the Day Centre to make engagement compulsory	Chester Aid to The Homeless	Within existing resources	Start March 2010 Complete May 2010	To be agreed and included within the SLA for the day centre March To be implemented from April	Improved engagement with services by residents of Crispin House	Complete. Improved engagement protocols now in place. All clients required to be involved in at least some activity sessions
Strategic review of direct access accommodation for homeless households including exploring the opportunities for re-providing the day centre and night shelter within a	Cheshire West and Chester Council Supporting People Manager Cheshire West and Chester Council	Resource implications unknown	Start October 2010 Complete March 2011	Steering Group agenda item to consider provision and prepare for potential Places for Change bidding round October	Excellent service provision and reduced levels of rough sleeping	Complete. Foundation Enterprises North West have been selected as the new service providers and became operational in November 2012.

combined, purpose built facility	Senior Manager Housing solutions Chester Aid to The Homeless			Develop implementation plan January		
Set up a scheme of "upright sleepers" or safe seats to cater for times when Crispin House is full	Cheshire West and Chester Council Supporting People Manager and Senior Manager Housing solutions Chester Aid to The Homeless, Stonham Chester Women's Hostel Association (CWAHA)	Resource implications unknown	Start April 2010 Complete September 2010	Visit to other service providers May Consider and address resource implications June Implement scheme September	Emergency provision to prevent people having to sleep rough when the night shelter is full	Complete. Visits to other providers completed and information on best practice gathered. Foundation Enterprises North West operates a safe seat provision. No second Night Out service also in operation.
Ensure that appropriate Bed and breakfast accommodation is made available as a last resort to prevent rough sleeping	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start January 2010 Complete February 2010	Meeting to agree procedure January Bed and Breakfast provided for rough sleepers February	Emergency provision to prevent people having to sleep rough when the night shelter is full	Complete. Bed and Breakfast available to rough sleepers as a last resort through COAT and housing solutions teams.
Change the way in which emergency beds are allocated at Crispin House to	Chester Aid to The Homeless	Within existing resources	Start March 2010 Complete	Consider service delivery March To be	Better opportunities for assessment and planning for	Complete. Time of allocation of emergency beds

allow time for a complete assessment of clients and support plans to be established			May 2010	implemented from April	individuals from the street into the pathway	has been altered to allow sufficient time for assessments to be carried out.
Use Crispin House night shelter as a provision for male and females	Cheshire West and Chester Council Supporting People Manager Chester Aid to The Homeless	Within existing resources	Start January 2010 Complete April 2010	To be implemented from March	Direct access accommodation for females being available	Complete. Crispin House now accommodates males and females.
Explore options for provision of accommodation for couples	Cheshire West and Chester Council Supporting People Manager Service providers	Resource implications unknown	Start July 2010 Complete October 2010	Review service providers allocation policies and criteria to be completed October	Accommodation provision for couples threatened with rough sleeping	Complete. Couples can be accommodated individually at Crispin House and Roodee House.
Work with providers to enable them to accept clients with pets	Cheshire West and Chester Council Supporting People Manager All service providers	Resource implications unknown	Start May 2010 Complete January 2011	Provision for pets at Crispin House June Review service providers allocation policies and criteria October Work with other providers to enable them to make provision for pets	Accommodation provision for rough sleepers with pets	Complete. Crispin House, Roodee House and Chester Women's Hostel Association can accommodate client's pets following appropriate assessment.

				November		
Work with service providers to explore and facilitate the use of alcohol within supported accommodation	Cheshire West and Chester Council Development Manager Housing solutions Alcohol Services All hostel providers	Within existing resources	Start June 2010 Complete September 2010	Facilitate a meeting between providers and alcohol team to explore a way forward June	An appropriate portfolio of accommodation that enables entrenched rough sleepers to secure hostel accommodation and move on to independent living	Complete. All Foundation Enterprises North West (FENW) properties will allow alcohol using a safe, sensible and social approach.
Work with service providers to explore and facilitate the use of prescription drugs within supported accommodation	Cheshire West and Chester Council Development Manager Housing solutions Drug Team All hostel providers	Within existing resources	Start April 2010 Complete July 2010	Facilitate a meeting between providers and drug team to explore a way forward April	An appropriate portfolio of accommodation that enables entrenched rough sleepers to secure hostel accommodation and move on to independent living	Complete. Policy agreed and in place in Chester Aid to The Homeless Training of Chester Aid to The Homeless staff completed.
Research good practice regarding the use of illegal drugs and rough sleepers	Cheshire West and Chester Council Development Officer Housing solutions Drug Team	Within existing resources	Start February 2011 Complete April 2011	Consider good practice to inform future service delivery February	An appropriate portfolio of accommodation that enables entrenched rough sleepers to secure hostel accommodation and move on to independent living	There are no plans to complete this action within the timeframe of this strategy.
Carry out a feasibility study of setting up a	Cheshire West and Chester	Resource implications	Start June 2013	Research supported	Additional service provision	Complete.

supported lodgings scheme	Council Development Manager Housing solutions Supporting People Team	unknown	Complete August 2013	lodgings schemes for rough sleepers June Action plan established for setting up a scheme if feasible August	Reduced levels of rough sleeping	Considered as part of the new homelessness service provision.
Research the Housing First model and undertake a feasibility study to implement locally	Cheshire West and Chester Council Development Manager Housing solutions Supporting People Team	Resource implications unknown	Start June 2012 Complete August 2012	Research Housing First model June Action plan established for setting up a scheme if feasible August	Bespoke provision available for rough sleepers with complex needs	Complete. The housing first model will be part of the new homelessness service provision.
Explore and trial "personalised" packages for entrenched rough sleepers	Cheshire West and Chester Council Development Manager Housing solutions Supporting People Team	Resource implications unknown	Start June 2011 Complete August 2011	Research and visit providers June Action plan established for setting up a scheme if feasible August	Bespoke provision available for rough sleepers with complex needs	Complete. Trial carried out by rough sleeper adviser.
Review the rent bond scheme to ensure it reflects best practice and continues to be attractive to both landlords and tenants	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start July 2010 Complete September 2010	Review scheme July Publicise its availability to tackle rough sleeping September	Increased take up of rent bond scheme amongst rough sleepers	Complete. Review of the bond scheme carried out by the private sector officer in 2011. Application form has been revamped

						in May 2013.
Develop a formal reconnection policy, drawing on models of best practice	Cheshire West and Chester Council Development Officer Housing solutions Chester Aid to The Homeless	Within existing resources	Start August 2010 Complete October 2010	Develop reconnection policy August Consult with partners September Implement policy from October	Policy and procedures in place and shared with steering group Consistent high quality service	Complete. Reconnection policy agreed and in place with Chester Aid to The Homeless.
Assess the needs of rough sleepers without recourse to public funds	Cheshire West and Chester Council Development Manager Housing solutions Chester Aid to The Homeless	Within existing resources	Start September 2010 Complete March 2015	Rough sleepers steering group to keep this as a standing agenda item at meetings and track any emerging issues	To be able to identify emerging issues and react accordingly	Complete. Initial research undertaken shows this is not a significant issue across the borough at present. Will continue to be monitored.
Agencies should reduce opportunities for rough sleeping by controlling public space and vacant properties	Cheshire West and Chester Council Community Safety Regulatory Services	Within existing resources	Start April 2010 Complete March 2015	Monitored by the Rough sleepers steering group	Reduce opportunities to sleep rough	Complete. Intelligence gathering and information sharing between relevant agencies in operation.
Develop a No Second Night Out	Cheshire West and Chester	Homeless Transition	Start November	Successful bid through	Ensure that new people (flow) are	Complete

(NSNO) service across Cheshire	Council Senior Development Officer Partner agencies	Funding	2011 Complete March 2015	Homeless Transition Fund. Employment of NSNO coordinator Monitor project through working group	prevented from spending more than one night Rough Sleeping	Worker in post and service began across East and West Cheshire in July 12. First year of service has been completed. 111 rough sleepers were supported. Staff member has transferred over to Foundation Enterprises North West as Shelter Cheshire closed their office in Chester.
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1.5 Supported accommodation and move on

Action	Lead and Key Partners	Resources	Timescales	Milestones	Targets and customer impact	Progress
Work with accommodation providers to provide self contained accommodation and specialist support	Cheshire West and Chester Council Supporting People Manager	Resource implications have not been identified	Start July 2010 Complete September 2010	Audit of all supported accommodation to be completed by September	All supported accommodation in the borough to be self contained	Complete. Report published on supported accommodation.
Carry out an options appraisal to consider the future of Stoak	Cheshire West and Chester Council	Resource implications have not been	Start January 2010	Report to be completed March	Appropriate provision of Temporary	Complete. Options appraisal completed.

Lodge	Supporting People Manager	identified	Complete July 2010	To be considered by Exec 2010 Implement action plan	Accommodation (TA) and supported accommodation within Ellesmere Port	
Ensure where possible placements into supported accommodation are made in the local area	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing resources	Start April 2010 Complete May 2010	All out of area placements to be agreed by team leader and for out of area placements a resettlement plan will be implemented from April	Out of area placements made only as a last resort To enable household to maintain links and support network	Complete. Out of area placements agreed with team leaders and only used as a last resort.
For households in supported accommodation, develop an assessment as part of the support plan to highlight training and education requirements needed to find employment	Cheshire West and Chester Council Supporting People Manager	Within existing resources	Start April 2010 Complete March 2011	Raise awareness of good practice April To be considered through contract monitoring	Training and education requirements to be included in all support plans	Complete. Continually monitored through SP contracts.
Research the working hostel model and undertake a feasibility study to implement locally	Cheshire West and Chester Council Development Manager Housing solutions	Resource implications have not been identified	Start June 2011 Complete August 2011	Research working hostel model June Action plan established for setting up a working hostel if feasible August	Additional service provision that is affordable to those in employment	There are no plans to complete this action within the timeframe of this strategy.

For households in supported accommodation, develop an assessment as part of the support plan to highlight the requirements and skills needed to maintain a tenancy	Cheshire West and Chester Council Supporting People (SP) Manager	Within existing resources	Start April 2010 Complete March 2011	Raise awareness of good practice April Develop pre-tenancy training October To be considered through contract monitoring	Pre tenancy training to be included in all support plans	Complete. Monitored through SP contracts.
Accommodation providers to continue the prevention work started by Housing solutions staff to enable a young person to return home to be continued when placed in accommodation as part of the support plan	Cheshire West and Chester Council Supporting People Manager	Within existing resources	Start April 2010 Complete March 2011	Raise awareness of good practice April To be considered through contract monitoring	Homelessness prevention to be included in support plans for young people including developing positive family relationships	Complete. Prevention work continued by service providers to ensure ongoing support is provided to young people and families.
Implement the recommendations of the Cheshire Temporary Housed Families Project	Cheshire West and Chester Council Development Officer Housing solutions	Resource implications have not been identified	Start April 2011 Complete June 2011	Meet with partners April Agree action plan May Implement action plan	Improved outcomes for children in supported accommodation	Complete. Recommendations of the project incorporated into the protocol with children's services.
Work with providers	Cheshire West	Within existing	Start June	Draft a template	Reduction in the	Complete.

to reduce exclusions from supported accommodation	and Chester Council Operational Manager Housing solutions	resources	2010 Complete July 2010	letter to be sent to providers following an exclusion June Housing solutions staff to question all exclusions July	number of exclusions from supported accommodation	Letter now available if referrals are refused or person is excluded requesting reasons for decision. This is also monitored through the gateway referral process.
Develop one point of access for all support services across Cheshire West and Chester Council	Cheshire West and Chester Council Supporting People Manager	Resource implications have not been identified	Start April 2011 Complete September 2011	Research best practice April Implement one point of access September	Clear pathway into support services	Complete. Staff based within housing solutions manage the gateway service into supported accommodation.
Develop an allocations policy for accessing supported accommodation	Cheshire West and Chester Council Supporting People Manager	Within existing resources	Start April 2011 Complete September 2011	Research best practice April Draft policy May Consultation July	Effective use of supported accommodation across Cheshire West and Chester Council	Complete. There are eligibility criteria which are reflected in the gateway process
Develop a common assessment/referral form to be used by all accommodation and support providers	Cheshire West and Chester Council Supporting People Manager	Within existing resources	Start April 2011 Complete September 2011	Research best practice April Draft policy May Consultation July Policy in use from September	Clear pathway into support services	Complete.

Develop the future service delivery model for Cheshire Nightstop to include lodgings	Nightstop coordinator	CLG homelessness grant £12,000	Start April 2010 Complete September 2010	Consider delivery model April Recruit lodging providers July Lodgings available from September	To form part of the pathway of services aimed at young people No 16 or 17 year olds to be placed in Bed and Breakfast and prevent homelessness for 60% of all under twenty five year olds seen by housing solutions	Complete. Included within service specification to deliver a range of services for young people – service commissioned
Develop a supported lodging scheme	Cheshire West and Chester Council Supporting People Manager	Resource implications have not been identified	Start May 2010 Complete April 2011	Agree service delivery model August Develop action plan to implement scheme September	Additional service provision No 16 or 17 year olds to be placed in Bed and Breakfast	There are no plans to complete this action within the timeframe of the strategy.
Introduce 'Rent a Room' scheme	Cheshire West and Chester Council Operational staff	Within existing resources	Start May 2012 Complete June 2012	Gather relevant information regarding the scheme Design a spreadsheet to capture information Roll out across Housing solutions operational team	Increase options available to customers Increase in number of people going into scheme	Complete. Project has now been rolled out across housing solutions team
Provide an information pack to	Cheshire West and Chester	Within existing resources	Start September	Agree content of the pack	An information pack to be made	Ongoing.

all new households placed into temporary accommodation covering key issues such as local amenities, access to education, health and support services	Council Operational Manager Housing solutions		2011 Complete December 2011	September Provide to households from December	available to all households moving into supported accommodation	Work to decide on format and relevant information to be included is underway.
New tenant Information and advice pack – providing information to all residents moving out of supported accommodation covering key issues such as information relating to tenure and local amenities	Cheshire West and Chester Council Supporting People Manager	Within existing resources	Start September 2011 Complete December 2011	Agree content of the pack September Provide to households from December	An information pack to be made available to all households moving out of supported accommodation	There are no plans to complete this action within the timeframe of this strategy.
Implement the Move On Plans Protocol (MOPP)	Cheshire West and Chester Council Supporting People Manager	Existing resources for initial stages, will need to be reassessed at action planning stage	Start April 2011 Complete March 2012	Start to identify lead contacts and agree action plan to implement 6 stages of MOPP 1)Partnership work 2)audit to capture numerical info 3)action plan based on the	MOPP Implemented to improve move on through supported accommodation	Complete. Move on strategy and plan are now in place and available to the public.

				audit 4) delivery of action plan 5) monitoring of the action plan 6) review		
Audit of the supply and standard of supported accommodation across Cheshire West and Chester Council	Cheshire West and Chester Council Supporting People Manager and Housing Strategy and Enabling Team	£50,000	Start July 2010 Complete September 2010	Audit of all supported accommodation to be completed by September	Information to inform future service delivery	Complete. Report completed and published. All providers informed of the outcome. Document available to public.
Assessment of the need and demand for supported accommodation across Cheshire West and Chester Council	Cheshire West and Chester Council Supporting People Manager and Housing Strategy and Enabling Team	£50,000	Start July 2010 Complete September 2010	Assessment to be completed by September	Information to inform future service delivery	Complete. Supporting People needs assessment now published. Strategy implemented across Cheshire West and Chester Council.

Ensure that supported accommodation is recognised as a key element of 'social infrastructure' to be promoted by spatial policies, including through infrastructure planning processes and future Community Infrastructure Levy arrangements	Cheshire West and Chester Council Supporting People Manager	Resource implications have not been identified	Start April 2010 Complete March 2011	Engage in the development of the Council's LDF process and Core Strategy	Additional service provision and mixed communities	Complete. To be taken up through the new central commissioning team with Cheshire West and Chester Council Council.
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1.6 Improving the access to permanent housing

Action	Lead and Key Partners	Resources		Milestones	Targets and Customer Impact	Progress
Delivery of Sub-Regional Housing Strategy priorities and action plan	Cheshire West and Chester Council Housing Strategy and Enabling Manager	National Affordable Housing Programme (NAHP) allocation 2008/2011 £10.7m	Start April 2009 Complete March 2012	Minimum of three hundred new affordable housing units per year	To secure the provision of more affordable housing to meet local needs and to encourage balanced sustainable housing markets and communities	Complete. 385 new affordable homes completed in 2009-10; Sub Regional Housing Strategy (SRHS) action plan monitored and on target for 2009-10; £33 million NAHP

						secured 2008-11 Three hundred and seventy new affordable homes completed in 2011-12; £15.4 million Affordable Homes Programme (firm and indicative bids) 20011-15.
Delivery of new affordable and sub-market products	Cheshire West and Chester Council Housing Strategy and Enabling Manager	£700,000 from Affordable Housing Pot	Start April 2010 Complete August 2010	Identify and develop products April launched products July	New affordable and sub-market products available	Complete. Products available. Detailed information on website.
Improve the advice and information available on affordable housing by the Housing solutions team	Cheshire West and Chester Council Operational Manager Housing solutions	Within existing Resources	Start July 2010 Complete August 2010	Training for staff on low cost home ownership and produce a leaflet July Provide information on the website August	Staff trained and information available Consistent, high quality service	Complete. Training has been given to housing solutions staff and forms part of the initial interview of customers.
Expand existing CBL scheme in Chester to incorporate new Cheshire West and Chester Council geographical area	Cheshire West and Chester Council Development Manager Housing	Mainstream capital /revenue budget £130,000	Start April 2009 Complete May 2010	CBL in Northwich and Winsford November 2009 CBL in	CBL in operation across Cheshire West and Chester Council Improve	Complete. Now in operation across Cheshire West and Chester.

	solutions Chester and District Housing Trust Weaver Vale Housing Trust			Ellesmere Port April	accessibility of social housing	
To create one point of contact for access to social housing through a common allocation and CBL process	Cheshire West and Chester Council Development Officer Housing solutions CBL board	Within existing Resources	Start April 2009 Complete July 2010	Northwich and Winsford in November Ellesmere Port in April Expand to include other social landlords June	Implement allocation policy across Cheshire West CBL live across Cheshire West and Chester Council Improve access to social housing	Complete. Common allocation policy in operation. CBL is now in operation across Cheshire West and Chester.
Revise allocation policy in line with Fair and Flexible Code of Guidance	Cheshire West and Chester Council Development Officer Housing solutions CBL Development Officer	£1,300	Start October 2010 Complete January 2011	Review policy October Consultation December	A fair and flexible allocations policy that reflects best practice	Complete. Light touch review completed.
Monitor housing register/CBL – to ensure full use is being made of nomination agreements	Cheshire West and Chester Council Development Officer Housing solutions	Within existing resources	Start Apr-10 Complete by Mar-15	System introduced to gather relevant information and analyse outcomes on a regular basis	Customers benefit from nominations being used and allocated to full effect	Complete. This is currently monitored through the CBL steering group and will continue to be monitored when

						CBL integrates with housing solutions.
Develop a Cheshire wide Landlord Accreditation Scheme	Cheshire West and Chester Council Senior Manager Housing solutions Private Sector Housing	£50,000 Capital funding for implementation and grants	Start May 2010 Complete September 2010	Consultation June Scheme launch September	Improve the professionalism of landlords and the quality of property in the private rented sector	Complete. Landlord accreditation scheme in place from June 2010.
To advertise through CBL private rented accommodation provided by landlords who are members of the Cheshire Landlord Accreditation Scheme	Cheshire West and Chester Council Development Officer - Housing solutions Chester and District Housing Trust	Resource implications unknown	Start January 2012 Complete August 2012	Consult with private landlords January Implement from July	Advertising private rented accommodation through CBL Improve access to private rented accommodation	Complete. The facility to advertise private rented accommodation has been included in the service specification for the CBL I.T system.
Advertise all extra care schemes through CBL	Cheshire West and Chester Council Development Officer Housing solutions	Resource implications unknown	Start July 2012 Complete July 2015	Trial process with Abbots Wood scheme Implement from October 2013 through CBL service Add existing and new schemes to CBL by 2015	Improve access to services for older people and provide a single point of access Provide a full assessment of needs and housing options available to older people who request housing.	Complete. Advertising of extra care properties has been included in the CBL I.T specification and will begin in October 2013.
Increase supply of private rented	Cheshire West and Chester	Within existing Resources	Start April 2010	Develop a weekly Cheshire	Increase the number of	Complete.

accommodation through marketing campaign and raise awareness of the Private Sector Liaison Officers	Council Private Sector Liaison Officer housing solutions		complete March 2011	West private rented list April Develop action plan for marketing campaign February	landlords working with the Housing solutions team	Weekly private rented list in place. Awareness raising exercises carried out across Cheshire West and Chester Council.
Provide a Furniture Voucher scheme to households assisted through the bond scheme	Cheshire West and Chester Council Development Officer Housing solutions Furniture Finders	£50 per household	Start June 2010 Complete July 2010	Develop paperwork June Implement scheme July	Enable households to access private tenancies and prevent clients from taking out high risk loans to buy furniture	Complete. Scheme available to customer to be launched July 2012
Nomination rights for homeless prevention cases on empty homes brought back into use through financial assistance provided by the Council	Cheshire West and Chester Council Private Sector Housing Manager	£100k capital allocation	Start April 2010 Complete March 2011	Nomination Rights for homeless prevention household to be drafted into empty property grant conditions from April	Reduce the number of household from becoming homeless by increasing the supply of suitable accommodation	Complete. Priority is given to grant applications where the housing provided meets a specific need identified by housing solutions.
Develop a joint protocol between Housing solutions and Private Sector Housing to include disrepair and evictions	Cheshire West and Chester Council Private Sector Liaison Officer Housing solutions	Within existing Resources	Start April 2011 Complete June 2011	Joint meeting April Draft policy May	To improve joint working	On hold. Reassess the need for this action in October 2013.
Research project to review the scope of the private rented sector and its	Cheshire West and Chester Council Private Housing	Resource implications unknown	Start April 2010 Complete	Research project to be completed by March	Information to inform future service delivery	Complete. Report completed by Nevin Leather

contribution in addressing housing supply, need, affordability and vulnerability	Manager		March 2011			Associates and University of Glasgow in January 2011.
Further increase properties available within the private rented sector in line with statutory guidance enabling local authorities to discharge its duty into the private rented sector	Cheshire West and Chester Council Senior Development Officer Private Sector Housing Team	Within existing resources	Start February 2013 Complete October 2013	Attend Workshop in February 2013 order to explore and map viable solutions Agree an action plan with PSH	Increase supply of properties available to Housing solutions Team	Ongoing. Work on availability of private rented stock and an options appraisal has been undertaken and is being considered by Senior Managers.
Develop a lodgings scheme	Chester Lodgings and Support Provider (CLASP)	Within existing Resources	Start July 2010 Complete November 2010	Agree service delivery model August Recruit landlords September Implement scheme October	Additional service provision	Complete. Limited lodgings available
Develop overcrowding and under-occupation action plan	Cheshire Housing Alliance	Resource implications unknown	Start September 2010 Complete April 2011	Research good practice September Develop action plan adopted by Cheshire West and Chester Council by April	Actions in place to address overcrowding and under-occupation and make better use of existing stock	Complete. Under occupation toolkit is now in place across the membership of the Cheshire Housing Alliance The Cheshire West and Chester tenancy strategy encourages flexible tenancies to make best use of stock.

<p>To meet the Regional Spatial Strategy (RSS) target for Gypsies, Travellers and Show persons pitches</p>	<p>Cheshire West and Chester Council Housing Strategy and Enabling Manager</p>	<p>Cheshire West and Chester Council Homes and Communities (HCA)CA £1.5m grant awarded for 2010/11</p>	<p>Start April 2009 Complete March 2011</p>	<p>Complete a strategic site identification study April Delivery of 10/12 pitch permanent site in Ellesmere Port by 2011 and meeting the RSS target by 2016</p>	<p>Additional provision for Gypsies, Travellers and Show persons</p>	<p>Complete. RSS under review but need for gypsy and traveller pitches remains. The RSS has now been abolished.</p>
<p>To meet the Gypsy Traveller Accommodation Assessments (GTAA) figures (31 permanent pitches, 10 transit and 10 yards for Travelling Showmen</p>	<p>Cheshire West and Chester Council Housing Strategy and Enabling Manager Cheshire partnership Gypsy and Traveller Coordinator</p>	<p>The Strategic Partnership and their RP partners have been allocated 2.7 million to deliver 38 pitches across the sub region</p>	<p>Sites to be completed by March 2015</p>	<p>Secure planning permission for sites Agree Council capital expenditure to deliver sites Tender for site development Building and completion of sites</p>	<p>Additional provision for Gypsies, Travellers and Show persons</p>	<p>Ongoing. Planning permission secured for: Barlow Drive (Eighteen pitches) Rossfield Road (twelve pitches) Exec agreement In May 2013 to go out to tender for site development.</p>

